



**ROTTNEST
ISLAND
AUTHORITY**

Rottnest Island Management Plan

2023–28

Acknowledgement

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

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

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

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

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

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

Translation courtesy of Sharon Gregory,
Noongar Language Consultant.

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



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Front cover:
📍 The Basin

Minister's Foreword

Wadjemup / Rottnest Island provides a quintessential Australian experience, combining holiday activities with a rich cultural history, the pristine natural environment of a Class A reserve and marine sanctuaries, and unique opportunities for the occasional or regular visitor.

Since borders opened across the globe, all tourism destinations are working to regain visitors — and Rottnest Island is no different. The revised Rottnest Island Management Plan (RIMP) 2023–28 takes this new operating environment into consideration.

Widely regarded as Western Australia's jewel in the crown, Wadjemup / Rottnest Island has seen significant renewal, receiving further funding for key infrastructure, utilities, and development of visitor amenities in recent years.

This has included more than \$90 million for major upgrades to the island's energy and water networks, roads, and jetties, including over \$70 million to realise projects identified in this RIMP 2023–28.

Also, increasing numbers of visitors are discovering the island and visitation growth has been astounding over the last five years.

This rate of growth has been positive for the state's tourism industry and has enabled a solid performance by the island's business community.

The Cook Government is investing in walking together through the Wadjemup Project, with \$27.5 million provided for the development of the Truth Telling and Ceremony Strategy. This includes state-wide consultation and development of the future use strategy and business case for the Quod building, repairs to the Quod building, and the memorialisation of the Burial Ground on Rottnest Island.

The island's unique heritage assets and terrestrial and marine environment are fragile, so management of visitor pressures is a key part of the Rottnest Island Authority's (RIA) approach in the RIMP 2023–28.

The draft RIMP 2023–28 was open for community and stakeholder consultation from 11 March to 9 May 2023 and was reviewed as part of the state government's COVID-19 recovery strategy. The new RIMP 2023–28 will replace the current plan which was due to expire in December 2024.

The RIMP 2023–28 will assist RIA with recasting and refocusing its key management activities for the island. I congratulate RIA and the board on their vision and look forward to these priority initiatives being realised over the next five years.



A handwritten signature in black ink, appearing to read 'Rita Saffioti'.

Hon Rita Saffioti
Deputy Premier; Treasurer and
Minister for Transport; Tourism

Chair's Message



RIA is responsible for the management of Wadjemup / Rottnest Island on behalf of the state. The *Rottnest Island Authority Act 1987* (the Act) requires that RIA manages the island in accordance with a management plan.

This is the ninth iteration of the RIMP. The RIMP is a statutory requirement of RIA and sets out the strategic focus areas, key initiatives, and policy settings for managing the island and its associated waters for the next five years.

The RIMP 2023–28 has been produced at a time when the island is experiencing dynamic change and renewal, and significant State Government investment. RIA will work with specialist state-owned utility providers to facilitate the smooth transition of the management and maintenance of the island's electrical supply, drinking water, and wastewater network.

The board is also particularly pleased to see the Wadjemup Project receive unprecedented State Government funding to help memorialise the island's Aboriginal burial ground and determine the future direction of the Quod building.

Responding to growing visitor and staff accommodation demands, RIA must balance increasing visitation pressures 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 other island infrastructure such as jetties, moorings, roads, and transport nodes.

The RIMP 2023–28 contains a comprehensive suite of initiatives to help improve the island's sustainability, visitor experience, and amenity.

The successful opening of Sapphire Rottnest Resort in 2020, the second significant visitor accommodation development constructed on the island in approximately 30 years, will be followed by the completion of The Lodge Wadjemup redevelopment in 2025. This will bring a variety of new visitor accommodation, hospitality, and entertainment options to the island.

The Rottnest Island Land Use Plan was established as a core component of the RIMP 2023–28 and it defines the potential land uses within the settlement, while identifying the remainder of the island as a conservation and recreation reserve.

RIA will preserve Wadjemup / Rottnest Island's conservation and recreation reserve — which makes up 85 per cent of the island's land mass — for future generations. During the RIMP 2023–28 period, the RIA Board has no mandate to develop accommodation beyond the settlement area specified in the RIA Act.

RIA acknowledges the State Government for its significant and timely funding support for key Rottnest Island infrastructure projects and thanks the community, peak bodies, volunteers, and island businesses for their invaluable feedback on this management plan document.

We look forward to working with all our stakeholders and partners to realise the key initiatives and outcomes identified in the RIMP 2023–28.

A handwritten signature in black ink, appearing to read 'Hamish R Beck'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Hamish R Beck
Chairman Rottnest Island Authority

Introduction

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'.

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 400 fish species on stunning reef formations, discover deserted beaches, and relax in a diverse mix of island accommodation offering spectacular views.

Visitors can explore the island via bicycle, boat, or walking trail, while enjoying diverse recreational activities and contemporary food and beverage venues in idyllic 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 *Rottnest Island Authority Act 1987* (the Act) is administered by the Minister for Tourism on behalf of the Government of Western Australia. The Act is accompanied by the *Rottnest Island Regulations 1988*.

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

1. Provide and operate recreational and holiday facilities on the island
2. Protect the island's flora and fauna
3. Maintain and protect the natural environment and the man-made resources of the island
4. To the extent that RIA's resources allow, repair its natural environment

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
- 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 to the Minister for Tourism no later than every five years. The current RIMP commenced on 3 March 2020 and was due to expire on 31 December 2024.

As part of the State Government's COVID-19 recovery strategy, the Minister for Tourism requested that a new RIMP be presented in mid-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 and helps guide RIA's management activities.

RIA also intends to review the *Rottnest Island Authority Regulations 1988* to facilitate key initiatives identified under the RIMP 2023–28 and any operational enhancements and anomalies.

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 remaining 85 per cent of the island is a designated reserve for the purpose of conservation and recreation.

The Land Use Plan (LUP), established as a core component of this RIMP, identifies potential land uses within the settlement.

The LUP will enable RIA to apply a land use management approach that promotes balanced environmental, social, and economic outcomes.

The LUP supports activities that will be enjoyed by current and future generations in accordance with RIA's statutory objectives.

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

The LUP is supported by RIA's development, planning, and improvements policies at ria.wa.gov.au/development.

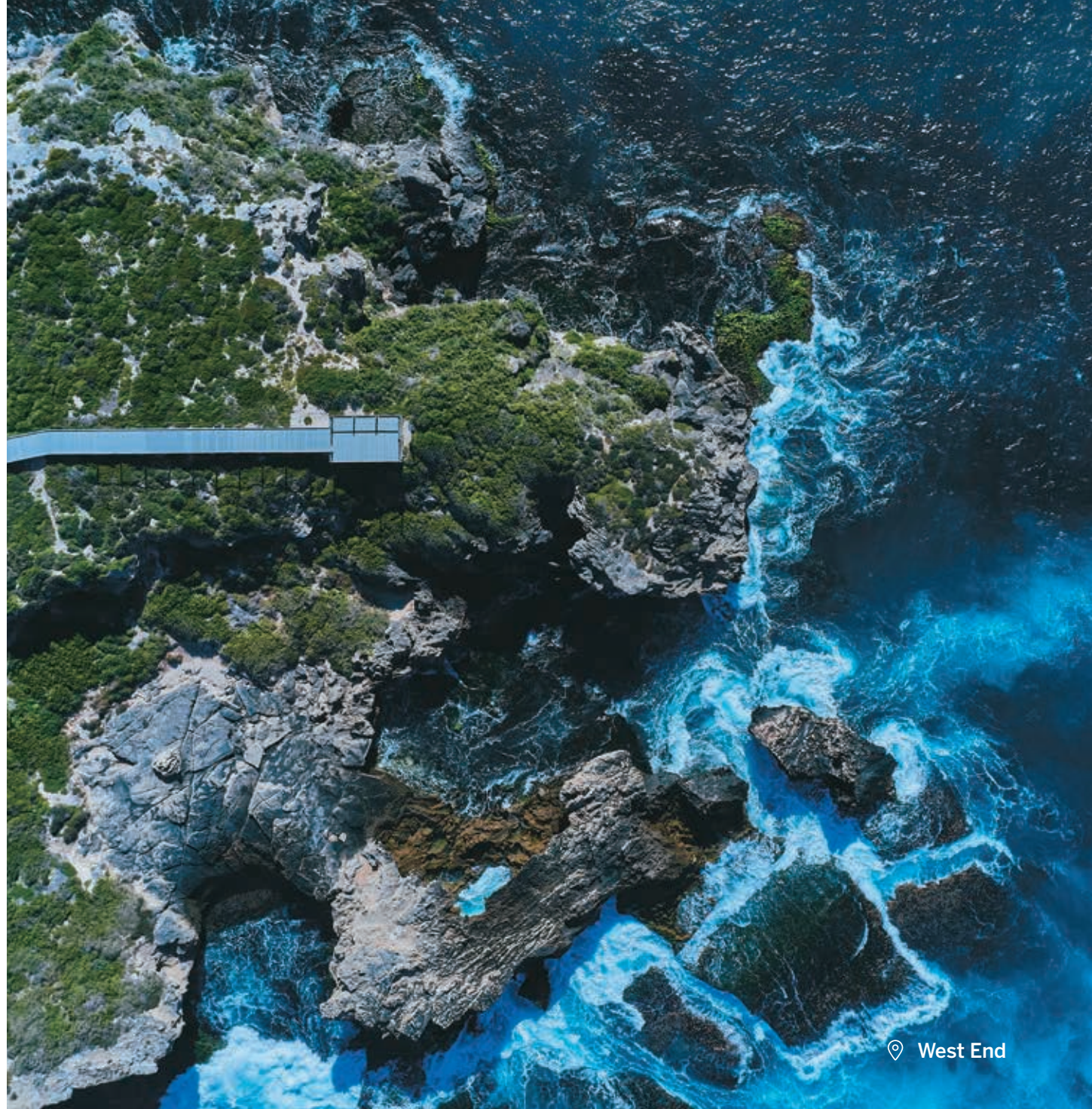
All Rottnest Island development applications are evaluated via a robust assessment process and substantial proposals undergo public consultation.

Given the environmental value and the significance of water-based recreation around the island, no over-water hospitality or accommodation developments are currently planned.

Any over-water development will need to be considered holistically with respect to infrastructure, sea conditions, and environmental and recreational impacts.

The Act specifically outlines the settlement as the part of the island lying on the northern side of a line drawn generally from Geordie Bay to Kingstown Barracks.

During this RIMP 2023–28 period, RIA will not expand the settlement area established by the Act.



The Land Use Plan categorises land use under the definitions as listed in table. A concise suite of detailed Land Use Plan zone maps are available in the RIMP 2023–28 appendices. A full Land Use Plan map suite can be accessed 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 support services which enhance the island’s primary function as a tourism destination and/or complement RIA’s sustainability and conservation objectives. • To identify and provide for transport (jetties, airports, roads, cycle paths, railway) networks. • To identify and provide infrastructure (sewer, water, power, gas, telecommunications) facilities.
Mixed use	<ul style="list-style-type: none"> • To provide for residential and/or leisure and/or commercial uses which facilitate and complement the tourism function of the island. • To provide for appropriately designed and located accommodation for staff of island businesses. • 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 impacts 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, equipment, signage, and things of a similar nature, but not new living accommodation.

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



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Rottnest Island Authority

RIA has a board, consisting of a chair 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
- 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 annual 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 ageing infrastructure.

RIA's commercial operations, Stay Rottnest visitor accommodation, and the recreational equipment hire business Pedal & Flipper Hire, generate approximately 53 per cent of RIA's total revenue (excluding capital grants).

However, revenue streams and cost recovery opportunities across the island have historically not been sufficient to adequately fund the provision of island utilities and capital requirements.

RIA has continued to be reliant upon capital injections from the state as well as Commonwealth grants to maintain and replace critical infrastructure such as utilities, 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 work with leading State Government utility providers to continue to maximise significant State Government investment.

An unprecedented \$54.8 million has been allocated to upgrade the island's renewable and electrical infrastructure, and \$34.1 million will be used to upgrade the island's potable water supply, increase the capacity of water production, reduce water loss through leaks, and improve the island's firefighting capability. This will help address the historical under-investment in the island's 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 sustainably and efficiently running the island, which in turn benefits local businesses, operators, and visitors.

These infrastructure enhancements come at a critical time when the island's visitation is expected to grow 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 a high standard of visitor services and safety is maintained.

RIA also benefits from the invaluable support of our key volunteer partner organisations, including the Rottnest Foundation, whose members work to fundraise and realise important environmental and heritage projects on the island.



Rottnest Island Management Plan 2023–28 Strategic Focus Areas



1

**Diversify the visitor base and
enhance visitor experience**



2

**Deliver sustainable
infrastructure and services**

KEY INITIATIVES

- 1.1** Target new visitor segments
- 1.2** Enhance visitor experience
- 1.3** Facilitate new accommodation and hospitality developments
- 1.4** Renew and expand RIA visitor accommodation – Stay Rottnest
- 1.5** Improve RIA's affordable visitor accommodation – Stay Rottnest
- 1.6** Realise Kingstown Barracks' vision
- 1.7** Encourage new recreational offerings
- 1.8** Upgrade Pedal & Flipper Hire facility
- 1.9** Improve accessible tourism
- 2.1** Support renewable energy and electrical infrastructure upgrades
- 2.2** Support drinking water production, supply, and retention
- 2.3** Support ablutions and wastewater upgrades
- 2.4** Assess and upgrade transport infrastructure
- 2.5** Maintain maritime infrastructure
- 2.6** Review moorings policies and management
- 2.7** Review the Facilities, Utilities and Support Services contract
- 2.8** Improve asset management



3

Respect and engage with the island's cultural heritage

- 3.1** Implement and manage the Wadjemup Project
- 3.2** Deliver the Rottneest Island Reconciliation Action Plan
- 3.3** Manage Aboriginal Cultural Heritage Sites
- 3.4** Upgrade built heritage
- 3.5** Implement the Defence Heritage Interpretation Plan



4

Explore and conserve the island's environment

- 4.1** Deliver environmental management initiatives
- 4.2** Undertake island revegetation
- 4.3** Create a sustainable island
- 4.4** Seek funding for the Wadjemup Conservation Centre
- 4.5** Manage island recreation



5

Foster strong partnerships

- 5.1** Value and support our volunteers
- 5.2** Build workforce capability
- 5.3** Upgrade information and communications technologies
- 5.4** Foster strong stakeholder partnerships
- 5.5** Research leading tourism island operations
- 5.6** Maintain a contemporary funding model
- 5.7** Improve the island's emergency services

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

Wadjemup / 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 six members with specific skill sets.

All board members are appointed by the governor upon nomination of the Minister for Tourism, 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 RIMP.

The Director General of DBCA is the Chief Executive Officer of RIA. Day-to-day management is overseen by the RIA 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
- Director Visitor Services

RIA employs approximately 130 Full Time Equivalents (FTE) staff, based in Fremantle and on Rottnest Island, to manage and operate the island. The RIA Executive Director is responsible for reporting to the RIA Board and CEO.

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 on relevant RIMP 2023–28 initiatives that may create major changes or impacts on the island.

The RIMP 2023–28 implementation will reflect Rottnest Island's significance 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 Wadjemup / Rottnest Island is defined by its Aboriginal and European history and its ongoing use as a place of recreation and leisure for day and overnight visitors.

The growing popularity of the island is driven by its unique natural attributes and its proximity to the mainland. It is accessible from the state capital, Perth, Fremantle, and Hillarys.

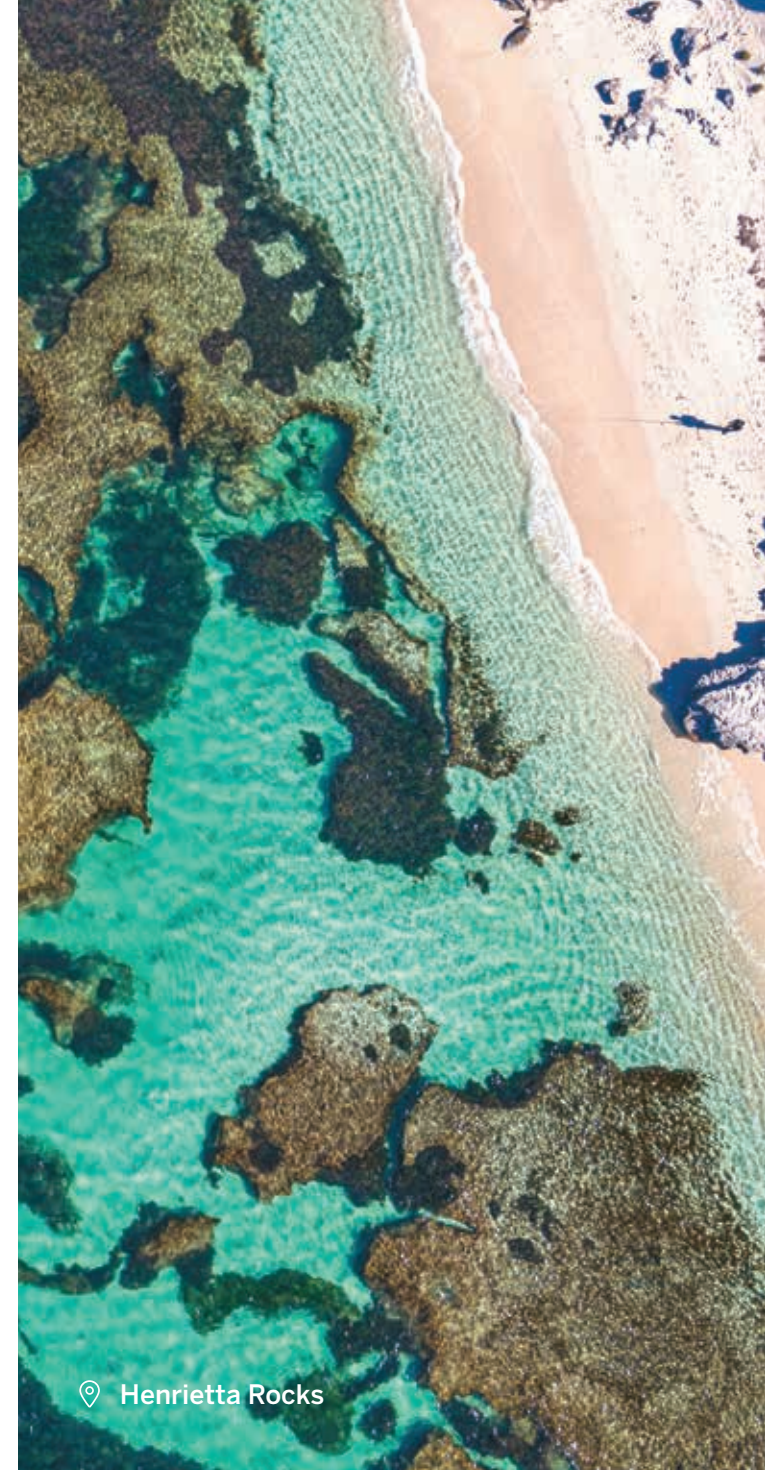
Wadjemup's spectacular marine and terrestrial assets make it strongly appealing to visitors and vulnerable to visitation pressures. Encouraging and managing island visitation is a principal focus of the RIMP 2023–28.

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. Providing these essential services in a sustainable and efficient way is a key priority of the RIMP 2023–28.

Wadjemup / 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 seen in the traces of farming, forestry, and salt mining activities which 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 via initiatives such as the Wadjemup Project.



📍 Henrietta Rocks

Strategic Focus Area 1

Diversify the Visitor Base and Enhance Visitor Experience



📍 Seal viewing, Cathedral Rocks

As the world recovers from the impacts of COVID-19, global travel trends and demand drivers are changing.

Visitation to Wadjemup / Rottnest Island has recovered quickly and to develop a more resilient visitor economy during the next RIMP period, there will be a need to diversify the visitor base and enhance the visitor experience.

These complementary measures of creating appealing visitor propositions will stimulate demand for a year-round visitor economy and increase readiness through product and experiences to service these visitors.

Wadjemup / Rottnest Island is a signature tourism destination within Western Australia and contributes to the outcomes of the state through economic impact and employment.

KEY INITIATIVE

1.1 Target New Visitor Segments

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

To achieve this vision, RIA will implement marketing strategies to ensure island markets and visitor segments are prioritised against objectives relating to sustainable growth, a diversified visitor base, and revenue targets.

RIA will consider the current global tourism industry trends and emerging global markets.

RIA'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.

RIA will consolidate 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.

RIA will focus on developing new market segments and increasing consumer engagement with the island's overnight and day visitors via digital platforms. These nimble communication channels help increase connectivity and share the island's stories with prospective customers, while also reaching new geographical markets and initiating new marketing channels.

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.

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.

RIA will also consider different price points for seasonal landing fees to help incentivise visitors to plan stays and attend events during shoulder periods.

RIA'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.

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. RIA will also embrace digital technologies and platforms to attract and retain visitors to Rottnest Island.

RIA's destination strategy 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 visitors from key market segments and audience profiles in shoulder and low seasons.

Key Outcomes

- Sustainable visitation growth
- Diversified and appropriate visitor base

KEY INITIATIVE

1.2 Enhance 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 web pages for accommodation, and improving navigation and search functionality.

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 Wadjemup / 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 upgraded and widened the main jetty in December 2022 and will continue to improve the presentation and amenity of the island's jetties and main visitor entry point.

RIA has aspirational plans to transition the island's barging operations away from the main jetty to the former army groyne in South Thomson Bay. This will 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

1.3 Facilitate New Accommodation and Hospitality Developments

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

Hotel Rottnest was also upgraded during the last RIMP period. 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 continues to refurbish and upgrade its existing accommodation stock and review options in the affordable accommodation space.

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 Rottnest Island Land Use Plan and bring to market those opportunities most likely to deliver on its strategic objectives. This includes potential staff housing developments to support associated operations, which may be on or off-site.

RIA will identify and seek Expressions of Interest on opportunities for commercial activities on the island. This may include construction of new facilities, expansion and enhancement of existing premises, or seeking new operators and/or refurbishment following expiry of existing commercial leases.

Unsolicited proposals from the private sector to build and/or finance infrastructure and provide goods or services may also be considered via the Market-Led Proposals (MLP) process.

The MLP policy is designed to enable the private sector to submit a unique proposal to government, providing a single channel and a clear, consistent, and transparent application process.

More information on the MLP Policy is available at: <https://www.wa.gov.au/organisation/department-of-planning-lands-and-heritage/market-led-proposals>

The 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 redevelopment is expected to generate significant construction and hospitality jobs, and provide exciting new accommodation options with a range of amenities and pricing.

Golf Course Precinct/Mount Herschel

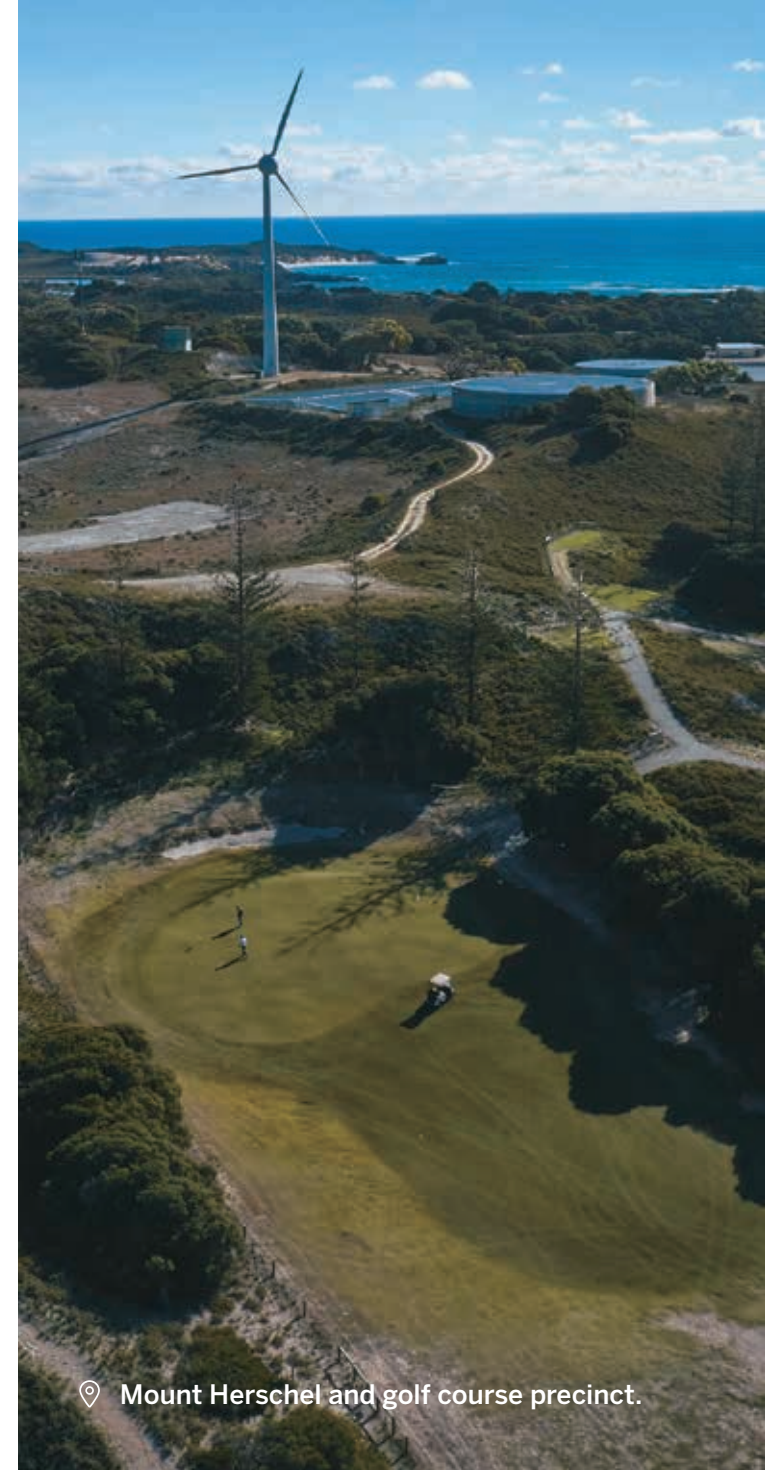
The golf course precinct is a key island recreation area. Significant work has been undertaken in recent years to upgrade the quality of the golf course, use recycled water, and install perimeter fencing to limit quokka habitation of the area.

The golf course amenities and infrastructure are outdated and require a capital injection. The potential revitalisation of the Rottne 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 closure of the popular Governor’s Bar, there is an opportunity to develop another public/sports bar on the golf course site.

RIA will seek a proponent with demonstrated experience, capacity, and vision to revitalise the golf course precinct, including surrounding land at Mt Herschel — which is identified for potential visitor accommodation.

This could include contemporary recreational offerings, food and beverage activations, and iconic accommodation options.



📍 Mount Herschel and golf course precinct.

1 Brand Way

RIA will also consider proposals for 1 Brand Way, currently operating as the fun park and picture hall. The premises is let on a short-term lease and given the facilities' ageing infrastructure, the site provides an opportunity for an experienced operator to provide new offerings in this prime settlement location.

This could include recreational and leisure, food and beverage, and accommodation to enhance the visitor experience.

Accommodation Precincts

RIA will explore expanding its accommodation in vacant land and infill sites at the South Thomson Bay, North Thomson Bay, and Bathurst precincts, and may consider other private sector accommodation proposals for these areas.

Staff Housing

RIA is considering and planning for additional staff housing developments to support proposed new visitor accommodation.

Land to the south of existing developments on Parker Point Road will continue to be progressed for staff housing.

Land behind Geordie Bay and Longreach Bay, and at Watjil Place will also be considered for staff housing subject to appropriate due diligence and external approvals.

RIA may consider requests from developers to incorporate staff housing within or adjacent to proposed development sites, including the Golf Course and 1 Brand Way.

Key Outcomes

- Completion of The Lodge Wadjemup redevelopment
- Private sector investment in accommodation and recreation facilities for the Golf Course precinct/ Mt. Herschel, in accordance with the Rottnest Island Land Use Plan, to improve land utilisation and preservation of the area's Aboriginal artefact scatter sites
- Consideration and progression of accommodation and ancillary development projects which may be in the South Thomson Bay, North Thomson Bay, and Bathurst precincts
- Commercial lease premises let to businesses providing a range of quality offerings
- Facilitation of new staff housing to support new visitor accommodation operations

KEY INITIATIVE

1.4 Renew and Expand RIA Accommodation — Stay Rottnest

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

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

To ensure that self-contained 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 Bay units transformed by architectural planning into a more contemporary style.

RIA will continue to manage its accommodation refurbishments and plans to adopt a phased capital funding approach to unit upgrades. Planning is currently underway for upgrades at Geordie Bay, Fays Bay, Longreach Bay, and Bathurst.

The Stay Rottnest accommodation enhancement 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 and improve RIA's key revenue source and its financial sustainability

KEY INITIATIVE

1.5 Improve RIA's Affordable Visitor Accommodation — Stay Rottnest

RIA wants to make the island more accessible through providing additional affordable accommodation to overnight visitors in central settlement areas.

Aspirational options for further RIA accommodation developments include infill at Bathurst, North Thomson Bay, and South Thomson Bay.

Opportunities also exist to improve the camping and cabin style offerings in and around existing settlement precincts, such as Kingstown and North Thomson Bay.

RIA will deliver upgrades to the existing island campground's kitchen and shade areas during this RIMP period.

RIA will work to identify and recommend suitable sites for affordable accommodation in designated mixed use land areas within the settlement.

Key Outcomes

- Increased affordable accommodation for overnight visitors
- Improved campground facilities

KEY INITIATIVE

1.6 Realise Kingstown Barracks' Vision

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

Currently the Barracks complex is divided between a 22-bed hostel on one side of the parade ground and dormitories of various sizes 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 identifies the need for high-quality landscaping to improve the Kingstown Barracks precinct's amenity and presentation.

RIA will pursue project funding opportunities to support the upgrade of this important heritage and educational complex. Key stakeholders will be consulted at the relevant times regarding the Barracks' proposed improvements during the RIMP 2023–28.

Key Outcomes

- Improved facilities for school groups
- Kingstown Barracks heritage values restored and celebrated



📍 Staff housing, Thomson Bay

KEY INITIATIVE

1.7 Encourage new Recreational Offerings

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

Commercial operators have a substantial influence on the success of a tourism destination. They attract visitors by providing engaging experiences, 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 manages 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 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 snorkeling 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 venues, and an arts and crafts activity for school groups.

RIA will continue to release EOIs for new recreational activities, Aboriginal cultural tourism offerings, and other businesses. Applications will be assessed on a range of criteria, including contribution to improving the visitor experience, a sustainable business model, compatibility with RIA's management objectives, and site suitability.

RIA will work with relevant stakeholders to review concession agreements with businesses deriving an economic benefit from activity on the island, regardless of where the transaction takes place.

Key Outcomes

- Secure experienced commercial operators to provide fun and engaging new recreational activities and amenities
- Enhanced visitor experience
- Sustainable and viable commercial operators

KEY INITIATIVE

1.8 Upgrade Pedal & Flipper Hire Facility

Pedal & Flipper Hire is RIA's bicycle and recreational equipment hire business on Rottneest Island. Open year-round, it offers visitors over 2000 items for hire including bikes, e-rideables, trailers, snorkelling, and mobility assist devices.

Due to increasing demand, RIA is upgrading the Pedal & Flipper Hire retail space and will seek to develop new products and services to help improve the visitor experience.

Pedal & Flipper Hire's offering will include popular electric bikes and scooters, and delivering a relaxed, streamlined customer experience in an open, adaptable, and spacious environment.

Pedal & Flipper Hire will introduce a new inventory management system and enhanced online booking system to maximise efficiencies and improve the customer experience.

The proposed Pedal and Flipper upgrade could be funded from RIA's annual capital budget and may include incorporating space for private sector businesses with a focus on recreation.

Key Outcomes

- Flexible and future-focused hire facility to meet growing and changing demand for bikes and other e-rideables

KEY INITIATIVE

1.9 Improve Accessible Tourism

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

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

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

Various mobility equipment is available to hire from Pedal & Flipper Hire, including beach wheelchairs, gophers, a golf buggy, and more.

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

At North Thomson Bay, there is a specially designed ramp to allow visitors to safely enter the water and RIA is purchasing removeable beach wheelchair mats for use at North Thomson Bay 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 the time of booking.

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

Key Outcomes

- Improved accessible tourism at Rottnest Island's services and facilities



📍 Pedal & Flipper, Thomson Bay

Strategic Focus Area 2

Deliver Sustainable Island Infrastructure and Services



📍 Solar farm, Rottnest Aerodrome
Wind turbine, Mount Herschel

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

RIA currently is responsible for generating and distributing the island's power, producing and distributing drinking water, co-ordinating wastewater treatment and reuse, managing gas supplies, and disposing of general and recyclable waste.

RIA also manages the island's roads, shared pathways, heritage railway, 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 a lead contractor who manages the island's Facilities, Utilities and Support Services (FUSS) contract, and many other contractors who deliver operational responsibilities.

Strengthening the island's power, water, transport, and marine infrastructure to address legacy issues is a strategic focus of the RIMP 2023–28.

These initiatives will help Rottnest Island meet increasing demands from island visitors and businesses, and will ensure the island has sustainable utilities for the next 20 years.

KEY INITIATIVE

2.1 Support Renewable Energy and Electrical Infrastructure Upgrades

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 per cent) and solar and wind energy sources (38 per cent).

Responding to this challenge, the state government recently committed \$54.8 million to upgrade and replace renewable and electrical infrastructure across Rottnest Island.

This funding will see renewables power a target of 75 per cent of the island's energy needs. The island's renewable and electrical infrastructure upgrades include a series of transformative projects.

The power distribution network upgrade will replace the ageing network to provide an efficient and reliable service. The power generation upgrade will replace the existing wind turbine generator at Mt Herschel with smaller contemporary wind turbines and install a utility-scale battery to improve energy storage.

These investments will reduce the island's diesel fuel consumption by an estimated 40 per cent and will abate an estimated 4,000 tonnes of carbon emissions each year.

Power distribution network upgrades will help phase out the island's liquid petroleum gas appliances over time.

Eco-tourism is a growing sector with more travellers looking for holiday destinations that place a premium on being environmentally sustainable.

Increasing Rottnest Island's renewable energy production will give the island stronger eco-credentials, supported by significantly increased renewable energy production.

This initiative is aligned to the State Government's Climate Policy and its target to achieve net zero greenhouse emissions by 2050 by transforming energy production around the state.

RIA is working with Western Australia's leading power providers to facilitate the transfer of the operational responsibility for Rottnest Island's electrical infrastructure and upgrade the island's power distribution network.

Key Outcomes

- Renewable energy production capacity significantly increased
- Installation of utility-scale battery storage solution
- More efficient and reliable power distribution network
- Facilitate the transfer of responsibility for the island's power supply to a state-owned utility provider

KEY INITIATIVE

2.2 Support Drinking Water Production, Supply, and Retention

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.

Wadjemup / 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 have 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 fed by saltwater bores. The system is at the end of its life, struggling to meet increasing demand. As such, the system needs to be renewed and upgraded.

A leading state-owned utilities provider will deliver the initiative that will meet forecasted water demands for the next 20 years.

The increasing demand will be met by upgrading the island's ageing water production plant and installing a new, robust, and efficient water distribution network.

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

RIA is working with Western Australia's leading water providers to transfer the responsibility for the provision of all water services on the island.

RIA will also trial mobile drinking water refill stations at a variety of key island destinations.

Key Outcomes

- Upgrade the island's potable water distribution network and reduce leaks
- Upgrade the ageing water production plant
- Increase water production capacity to meet the island's visitor and resident water demands for the next 20 years
- Improve the island's firefighting capability

KEY INITIATIVE

2.3 Support Ablutions and Wastewater Upgrades

Rottnest Island currently has 21 ablution facilities throughout the settlement and reserve. RIA is planning to replace, refurbish, or rationalise ablution facilities across the island. This upgrade program will renew and refresh ablution facilities for visitors, and improve access.

RIA completed upgrades of ablutions at The Basin, West End, Oliver Hill, Wadjemup Hill, Visitor Centre, and Geordie Bay during the last RIMP period.

Planning has commenced for the next stage of the program including upgraded ablution facilities at Longreach Bay, Narrow Neck, and Digby Drive settlement mall during 2024.

RIA will work with WA's leading wastewater providers to prepare a whole-of-island wastewater strategy and plan for North Thomson Bay, Mt Herschel, Longreach Bay, Geordie Bay, and Salmon Bay.

Key Outcomes

- Upgraded ablution facilities at a variety of key island destinations
- Upgraded island wastewater systems
- Facilitate the transfer of responsibility for water supply and wastewater treatment to a state-owned utility provider

KEY INITIATIVE

2.4 Assess and Upgrade Transport Infrastructure

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 and shared pathways.

Despite its car-free ideology, Wadjemup / 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 bicycle, service car, and bus traffic at key island destination nodes.

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.

RIA recently undertook a condition assessment of all the island's outer road assets and will work with Main Roads Western Australia (MRWA) to deliver the five-year \$4 million periodic outer island road asset maintenance program.

RIA will continue to evaluate the condition and width of the island's roads for co-use by cyclists, buses, and cars. RIA will prioritise specific reserve road areas for future widening to improve visitor safety. The continued support of MRWA is critical for ongoing maintenance of the island's road network.

Key Outcomes

- Improved road condition and safety for island visitors
- Transport network to support island visitation and operations

KEY INITIATIVE

2.5 Maintain Maritime Infrastructure

Wadjemup / 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 (which is mitigating 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 (December 2022).

Key Outcomes

- The island's maritime infrastructure will be maintained to a high standard



📍 Main Jetty, Thomson Bay

KEY INITIATIVE

2.6 Review Mooring Policies and Management

Boat owners are important visitors who travel by private boat to Wadjemup / Rottnest Island each year.

Rottnest Island caters for 842 private licensed moorings and over 1600 authorised 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 a further 47 offshore swing moorings, 23 beach pens, and 28 jetty pens for daily hire.

Due to the high number of people visiting Rottnest Island by private boat, it is important that the island's Mooring Management System and policies effectively manage the finite space available for private and rental boat moorings.

During this RIMP, RIA will review the island's mooring policies and management system. RIA will workshop solutions to address some of the key mooring issues raised throughout the recent RIMP 2023–28 public consultation process.

RIA will examine the ratio of rental vs private moorings and the scope for new moorings, and discuss mooring compliance, while 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.

Key Outcomes

- Updated RIA mooring policies
- Improved mooring management
- Improved boat owner services and satisfaction
- Improved public access to Shared Mooring System and rental moorings
- Effective management of marine ecosystem impacts

KEY INITIATIVE

2.7 Review the 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 delivery of an improved visitor experience being the priority.

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

Key Outcomes

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

KEY INITIATIVE

2.8 Improve Asset Management

RIA is developing an Enterprise Asset Management System based on the Assetic platform and customised to the agency's specifications.

The system includes all of RIA's assets, whether or not they are managed and maintained under the Facilities, Utilities and Support Services contract.

Work on the system is well advanced, with the majority of asset data loaded and initiatives for key utilities and maritime assets developed.

Key Outcomes

- Improved management of island assets



📍 Licenced moorings, Longreach Bay

Strategic Focus Area 3

Respect and Engage the Island's Cultural Heritage

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



RIA strives to create conditions in which Aboriginal people, particularly the Whadjuk Noongar Traditional Owners, can visit Wadjemup / 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

3.1 Implement and Manage the Wadjemup Project

In 2023–24, the state government committed \$27.5 million to the Wadjemup Project, an initiative that aims to memorialise the Aboriginal men and boys who are buried on Wadjemup / Rottnest Island.

Working in partnership with Whadjuk Noongar Traditional Owners and Aboriginal communities around the state, the Wadjemup Project will commemorate the Aboriginal Burial Ground through memorialisation and determine the future use of the Quod building.

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 — Aboriginal Burial Ground memorialisation and determining the future use of the Quod building
- **Stage 3** Commissioning and operations

Key Outcomes

- Whadjuk-led consultation and truth-telling for the island
- Commemorate the Aboriginal Burial Ground through memorialisation
- Conservation and agreed future use of the Quod building

KEY INITIATIVE

3.2 Deliver the Rottneest Island 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 Wadjemup / Rottneest Island's tragic past while we move forward together on a shared journey towards understanding and healing.

RIA's Innovate Reconciliation Action Plan 2021–23 (RAP) is the island's fourth RAP and provides the organisation with a framework to foster connections with Aboriginal and Torres Strait Islander peoples that are rooted in mutual collaboration and trust.

It enables RIA to continue to build on the successes achieved and lessons learned from previous RAPs, guiding RIA on its reconciliation journey.

The RAP contains a public apology to the Aboriginal people of Western Australia for the past practices of those who managed the island and the disrespectful treatment of Aboriginal peoples and the cultural significance of the island.

One of the key commitments in the RAP 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. During 2022, RIA employed four new Indigenous staff.

The RAP is focused on:

Relationships

RIA is committed to building strong relationships with Aboriginal and Torres Strait Islander peoples as the basis for reconciliation.

Aboriginal peoples have connections to Wadjemup before and after European settlement. It is important to work with Aboriginal peoples to recognise and acknowledge that history.

Respect

RIA has a desire to respect Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories, rights, and cultural heritage as the nation's First Peoples.

Through understanding and appreciation of Aboriginal and Torres Strait Islander histories and cultures, RIA will be more respectful and provide a more inclusive visitor experience.

Opportunities

RIA is dedicated to providing employment, professional development, and commercial opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities in order to facilitate reconciliation, increase diversity, and create a more inclusive workforce.

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 2021-23
- Increased Aboriginal and Torres Strait Islander employment at RIA

KEY INITIATIVE

3.3 Manage Aboriginal Cultural Heritage Sites

Wadjemup has 14 registered and 13 lodged Aboriginal sites. The management of Aboriginal heritage is governed by the *Aboriginal Heritage Act (AHA) 1972*.

RIA will continue to effectively manage Aboriginal heritage in accordance with authorities and obligations under the *Aboriginal Heritage Act (AHA) 1972*, the Noongar Standard Heritage Agreement, RIA Innovate Reconciliation Action Plan (RAP) 2021–2023 (and future RAPs) and RIMP 2023–2028. It will take into account forecasted RIA future development and potential risks and opportunities.

Key Outcomes

- Management of Aboriginal sites in accordance with the *Aboriginal Heritage Act (1972)* and the Noongar Standard Heritage Agreement.



Ministerial apology,
Reconciliation Action Plan 2021-23

KEY INITIATIVE

3.4 Upgrade Built Heritage

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

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

This street includes a further 14 bungalows built in the 1920s (North Thomson Bay), two cottages beside the Bathurst Lighthouse, eight cottages at Governor's Circle, and the Sergeant's Mess and three Commander's cottages located at Kingstown that were 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 Commander's 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 used by overnight visitors, a specific investment program is required outside 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 heritage accommodation works. Priority heritage cottages will be refurbished to provide a design benchmark for ongoing work.

Key Outcomes

- Seek funding and deliver Stay Rottnest heritage unit refurbishments

KEY INITIATIVE

3.5 Implement the Defence Heritage Interpretation Plan

Wadjemup / Rottnest Island is recognised 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 projects that support the long-term interpretation of the defence heritage of Rottnest Island.

These projects will ensure Rottnest Island remains a place of high heritage significance, while offering visitors a unique defence heritage experience.

December 2021 saw the first project of the DHIP completed — 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.

During 2021 and 2022, RIA completed remedial works at Oliver Hill Tunnels and Wadjemup Hill Battery Observation Post.

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 of the engines 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 has prioritised the military interpretation and museum centre, and refurbishment of the Bickley Trail and Bickley Battery.

RIA will also seek to develop a student archaeology project around military sites during the RIMP period.

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

Key Outcomes

- Seek external funding and implement the DHIP



📍 Oliver Hill Battery, Oliver Hill

Strategic Focus Area 4

Explore and Conserve the Island's Environment



📍 Gabbi Karniny Bidi, Lake Vincent and Pink Lake

The RIMP 2023–28 is focused on delivering major renewable energy initiatives that will provide significant environmental and sustainability benefits for Wadjemup / Rottnest Island.

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

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

As a Class A Reserve for conservation and recreation, the island's iconic quokka population and all native flora are protected. This RIMP is about sustainable tourism and finding a balance with increased visitation and conserving the island's pristine environment.

The RIMP 2023–28 outlines key environmental strategies and initiatives designed to protect the island's spectacular terrestrial and marine ecosystems. RIA will engage day visitors and overnight holiday makers to enjoy and respect the island's natural assets.

KEY INITIATIVE

4.1 Deliver Environmental Management Initiatives

Wadjemup / Rottnest Island has many natural values that are important for biodiversity conservation at a local, state, and national level, and are an integral part of the island's amenity and visitor attraction.

Protecting the Rottnest Island reserve is critical for maintaining a healthy environment and ensuring ecosystem function today and in the future.

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

There are five marine sanctuary zones covering 17 per cent of Rottnest Island's waters at Parker Point, Kingstown Reef, Green Island, Armstrong Bay, and West End. The island's 440 finfish, sharks and rays, 25 coral species, rock lobsters, whales, and sea lions attract many visitors who want to swim, snorkel, dive, and fish in the island's stunning bays and Indian Ocean surrounds.

The potential impact that humans can have on Wadjemup / Rottnest Island is extremely important to RIA and the way the island's natural environment is managed.

RIA will focus on the active management of priority island species and natural communities to maintain the health of the island's biodiversity.

RIA has established key ecological indicators to help monitor and protect 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 reefs community
- Iconic Rottnest Island marine species
- Human use

RIA has a comprehensive environmental monitoring regime and scientific data is reviewed every three years to ensure RIA programs are providing useful information to inform management decisions and help determine the island's significant ecological values, objectives, conservation targets, and biosecurity threats.

These monitoring regimes are some of the management tools used to care for the island's unique and diverse habitats. They provide direction for Rottnest Island's conservation targets and the key environmental attributes of these targets.

RIA also recently completed a Coastal Hazard Risk Assessment to help determine the island's priority erosion hotspots and climate change considerations.

This innovative assessment will assist in managing many of the island's environmental challenges associated with building infrastructure and assessing development proposals according to modelled climate change risks and rising sea levels.

Effectively managing Wadjemup / Rottneest Island's diverse natural environment 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 Rottneest Island reserve woodlands and coastal environment.
- Apply the Coastal Hazards Risk Assessment to identify areas of future erosion as a result of sea level changes and weather events.
- Implement environmental mitigation strategies.
- Monitor and report on Rottneest Island's marine and terrestrial biodiversity.
- Implement adaptive management actions.

Key Outcomes

- Conservation and restoration of island marine and terrestrial reserves
- Manage potential human impacts on Rottneest Island's flora and fauna
- Provide sustainable opportunities for visitor engagement with the natural environment

KEY INITIATIVE

4.2 Undertake Island Revegetation

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.

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

These aspects are complementary, as woodland revegetation for conservation will contribute to the provision of the island's natural recreational amenity, and vice versa.

Restoring the island's coastal environments will also be a focus for the duration of this RIMP. RIA will work with partners to stabilise fragile coastal environments that have been impacted by critical climate events, and degraded and disturbed via current and historical human use.

This will help improve natural habitat, enhance visitor experience, and protect island assets that are likely to be impacted by climate change and rising sea levels.

The coastal management conservation program will focus on Parakeet Bay, Longreach Bay, Fays Bay, and South Thomson Bay. In these areas, fragile dunes and eroded pathways have been fenced off and disturbed ground has been stabilised with jute matting and vegetation.

Key Outcomes

- Woodland restoration
- Coastal stabilisation and restoration
- Increased native animal habitat
- Improved condition of island vegetation
- Improved visitor amenity

KEY INITIATIVE

4.3 Create a Sustainable Island

Wadjemup / Rottneest Island's sustainability hinges on striking a fine balance across visitation, the environment, development, infrastructure, and utility services.

Sustainable management initiatives will be key to realising the long-term vision of Rottneest Island as a visitor destination of national significance, recognised for its recreational, environmental, and cultural heritage values.

State Government funding of renewable energy on Rottneest Island will provide 75 per cent of the island's future power needs from renewable sources.

The island will see an estimated reduction of 4,000 tonnes of carbon emissions each year through its increased commitment to green solar and wind energy sources.

These power network upgrades will also 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.

Rottneest Island is already fully dependent on desalinated water and the investment in power generation will mean future water production will rely almost entirely on renewable energy sources.

RIA will collectively work towards longer-term sustainability while achieving an established set of sustainability targets.

The targets will focus on four sustainability pillars:

- Reducing greenhouse gas emissions
- Increasing power production from renewable energy sources
- Sustainable water production from desalination plants
- Effective water reuse
- Increasing waste resource recovery rates

Wadjemup / 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 and garden organics.

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

RIA will continue to investigate solutions to make Rottnest Island carbon neutral by 2050, consistent with the state government's climate policy.

Key Outcomes

- Reduced greenhouse gas emissions and fossil fuel use
- Improved island waste management and waste resource recovery rates
- Reduced water loss

KEY INITIATIVE

4.4 Seek funding for the Wadjemup Conservation Centre

Planning and design concepts have been developed for the proposed Wadjemup Conservation Centre.

It is envisaged that the centre will be a progressive, public-facing conservation facility that will focus on visitor engagement, research, and showcasing the island's complex natural environments.

The centre will be a focal point for informing visitors of the island's flora and fauna values, and will also support research.

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

- Seek external funding for the development of the Wadjemup Conservation Centre
- Increase visitor engagement with the island's natural values

KEY INITIATIVE

4.5 Manage Island Recreation

RIA will strategically manage recreational activities across the island's reserve.

RIA will ensure a range of opportunities and experiences can be enjoyed by all visitors, while minimising conflict between recreational user groups and providing a safe, sustainable, engaging, and positive visitor 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.

Key Outcomes

- Strategic recreation management
- 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



📍 Wadjemup Museum, Thomson Bay

KEY INITIATIVE

5.1 Value and Support our Volunteers

RIA thanks the many individuals who, in collaboration with independent volunteer organisations, contribute over 46,000 volunteer hours annually to preserving the natural, cultural, and recreational values of the island.

RIA appreciates the interest of schools, clubs, and corporate groups who wish to contribute their time to volunteering on Wadjemup / 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 the built and cultural heritage.

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

The Rottnest Voluntary Guides Association provides guides to support the visitor experience. These volunteer guides deliver an invaluable service and have an intimate knowledge of the island's heritage and environment.

The Rottnest Foundation advocates and fundraises for initiatives that support conservation of the island's unique cultural, historical, and environmental values.

During this RIMP 2023–28, the Rottnest Foundation and RIA will seek external funding for strategic projects including:

- The Wadjemup Bidi walk trails network
- Bickley Battery refurbishment program
- Wadjemup Conservation and Interpretation Centre
- Wadjemup Six Seasons Noongar Boodjar project
- Woodlands and coastal zones environmental restoration
- Naturescape educational playspace at The Basin

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

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.

The Rottnest Island Nursery Volunteers are a dedicated volunteer team who support island revegetation efforts through their work with RIA environmental staff. They conduct plant propagation and maintenance in the island's nursery, and provide invaluable work to help maintain and restore the island's ecological values.

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

During 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 activities and projects to improve island amenity, visitor experience, and ecosystem health

KEY INITIATIVE

5.2 Build Workforce Capability

RIA is continually reviewing the requirements to ensure appropriate staff resourcing.

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. The insights have been applied to draft strategies to better meet the needs of the island workforce.

During the RIMP 2023–28 RIA will:

- Increase staff job satisfaction
- Encourage rotation of staff who live on the island
- Upskill managers to better support them in supervisory roles
- Support managers to establish effective succession planning initiatives
- 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 during 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

5.3 Upgrade Information and Communication Technologies

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

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

RIA strives to ensure its ICT and digital products are efficient, easy to navigate and access, and have an end-user focus. 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 utilised to gather and analyse key data, which is an essential component for informing key management decisions.

RIA has responded to its clients' preferred approach to managing their Rottneest Island experience through the digital network and has developed a variety of ICT and digital products.

RIA's key goal is to provide customers and partners with practical 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 protect visitor data security in line with public sector guidelines

RIA seeks to improve visitors' experiences from when they first consider a Rottneest Island holiday through to their return to the mainland, including the provision of communications services expected by key island businesses and stakeholders.

RIA is not responsible for telecommunications services on the island but will continue to work with government agencies and telecommunications providers to offer island 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

5.4 Foster Strong Stakeholder Partnerships

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

These businesses help define the island's tourism culture of service, hospitality, and entertainment, and determine important elements of the visitor experience. Consequently, RIA meets regularly with these business partners to determine opportunities to share resources and service standards, and improve the visitor experience.

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

5.5 Research Leading Tourism Island Operations

Whilst Wadjemup / 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 into what initiatives work and what to avoid.

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

Key Outcomes

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



Volunteer, Rottnest Island Nursery

KEY INITIATIVE

5.6 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 RIA business elements. 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. Facilitating the completion of these projects will be a focus during this RIMP.

RIA also directs operational appropriations from the state to enhance the protection of the island's environment and cultural heritage.

RIA has developed a project prospectus to help attract funds and foster partnerships with corporate bodies, government, private enterprise, and philanthropic organisations.

The island admission fee is sometimes cited as a 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

5.7 Improve the Island's Emergency Services

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

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

The purpose of these arrangements is to establish:

- 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*.
- Other matters about Rottnest Island emergency management that RIA considers appropriate in line with the Prevention, Preparation, Response and Recovery model of emergency management.

RIA will continue to work with WA Health Services and the WA 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
- Continued visitor safety



Emergency Services vehicles, Thomson Bay.

Appendix

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

The percentage of Rottnest Island land allocated to different land use categories is clearly outlined in the Rottnest Island Land Use Plan Allocations calculator diagram.

The graphic clearly shows that 85 per cent of Rottnest Island is defined as conservation and recreation reserve, 10 per cent mixed use in the settlement area, 4 per cent infrastructure and support services, and 1 per cent open space.

ROTTNEST ISLAND LAND USE ALLOCATIONS CALCULATOR

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

LAND USE SUMMARY		
	Area (ha)	%
TOTAL SITE (excl. army jetty)	1637ha	100
INFRASTRUCTURE & SUPPORT SERVICES	78.30ha	4
MIXED USE	169.29ha	10
OPEN SPACE	23.98ha	1
RESERVE	1365.30ha	85



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