

An aerial photograph of the Rockingham coastline and harbor. The harbor is filled with numerous sailboats. The city of Rockingham is visible along the shore, featuring a mix of residential and commercial buildings. In the foreground, a large green park area is filled with people, and a stage with a large screen is set up for an event. The sky is a warm, golden color, suggesting sunset or sunrise.

CITY OF ROCKINGHAM

# Strategic Community Plan

2023-2033

A quality lifestyle. A sustainable future.



# Acknowledgment of Country

*Rockingham, ngala kaaditj moondang-ak  
kaaradjiny nidja boodja, Binjareb wer  
Whadjuk Nyoongar moort, wer baalabang  
kalyogool dandjoo boodja, kep wer moort.*

The City of Rockingham acknowledges the Traditional Owners and Custodians of this land, the Binjareb and Whadjuk Nyoongar people and their continuing connection to the land, waters and community.

We pay our respects to all members of Aboriginal communities and their cultures; and to Elders past and present.







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# Message from the Mayor

**The future is coming, quickly, whether we are ready or not, so it's vital that we work together, as a Council, a community and a local government, to consider the challenges and the opportunities that may be coming our way.**

The City of Rockingham's Strategic Community Plan (2023-2033) is the principal planning document that will guide our development over the next 10 years.

Thanks to the very large number of people who took the time to participate in the extensive consultation for this Plan, we now have the most informative snapshot of our community's hopes and dreams for the future that we have ever had.

Council is tasked with the responsibility to make decisions which shape the economic, social and environmental development and well-being of our community. The well-defined vision and clear aspirations identified in this Plan will help ensure that our work for the community continues to reflect the current and emerging needs of our community.

The aspirations identified in this Plan are similar to, but an evolution from, our previous Strategic Community Plan, and show how the community's focus has developed over time as some of the goals articulated in the previous Plan have been achieved, and new ones are ready to be addressed.

I am very pleased to see the way this Strategic Community Plan has taken shape. Building on the considered and constructive contributions of the many people who shared their thoughts about our beautiful part of the world, we have developed a robust plan that will help steer the City of Rockingham through the coming decade.



**Deb Hamblin**  
Mayor



# Message from the CEO

**The City of Rockingham Strategic Community Plan (2023-2033) is a comprehensive and long-term document that outlines the vision, goals, and priorities for our community, based on the input gathered through consultation, with more than 4,600 responses from members of our community.**

This document serves as a strategic roadmap which will guide the City's decision-making, resource allocation, and service delivery from 2023 until 2033.

This Plan takes into account the unique characteristics, needs, and aspirations of the local community, reflecting input from residents, community groups, and business operators across our suburbs and from all walks of life.

Although the perspective taken by this document looks 10 years into the future, a decade is a long time. As the early 2020's showed to the entire world, a lot can happen quickly, and some things take everyone by surprise. To ensure the Plan stays relevant in the face of changing circumstances, it will undergo a minor review in two years' time and a major review in four years so that it continues to meet the changing needs and aspirations of the people it is designed to serve.

The City of Rockingham has long been known as the place *where the coast comes to life*, because our sparkling coastline is a drawcard for tourists, visitors, businesses and people looking to live, work and invest in this beautiful part of the world. Having received thoughtful and considered inputs from thousands of residents we are confident that this Strategic Community Plan accurately reflects the underlying aspirations of our community, and outlines the strategies and actions the City of Rockingham will take to help support 'A quality lifestyle, and a sustainable future'.



**Michael Parker**  
Chief Executive Officer













# About Us

The City of Rockingham is home to some cherished environmental assets, including white sandy beaches, protected bays, marine parks, cultivated parks and environmentally significant wetlands and bushland.

Just 40 km from the Perth CBD, and blessed with 37 km of spectacular coastline, the area was inhabited by the Nyoongar people for thousands of years. It was named *Rockingham* after an English ship of that name ran aground off the region's coast in 1830. In the mid-1800s families began farming nearby. The Rockingham Road Board was constituted in 1897.

The community grew to become the Shire of Rockingham in 1961, and attained City status in 1988. The City now covers approximately 260 square kilometres. It is one of the fastest growing local governments in Perth's south metropolitan area, and is a designated strategic centre responsible for the provision of high quality services, facilities and events. It is currently home to a population of 143,560<sup>1</sup> which is forecast to grow to over 204,608 by 2036, and 243,461 by 2046<sup>2</sup>.

The largest industries within our boundaries by employment are retail, health care and social assistance, and education, collectively contributing to an annual Gross Regional Product of over \$5.57 billion, which is 1.47% of Western Australia's Gross State Product<sup>3</sup>.

The community maintains and values its relaxed, laid-back lifestyle while skilling up its resident workforce and developing its businesses to support a diverse, resilient and sustainable economy.

<sup>1</sup> Estimated Resident Population (ERP) 2022 Australian Bureau of Statistics (ABS)

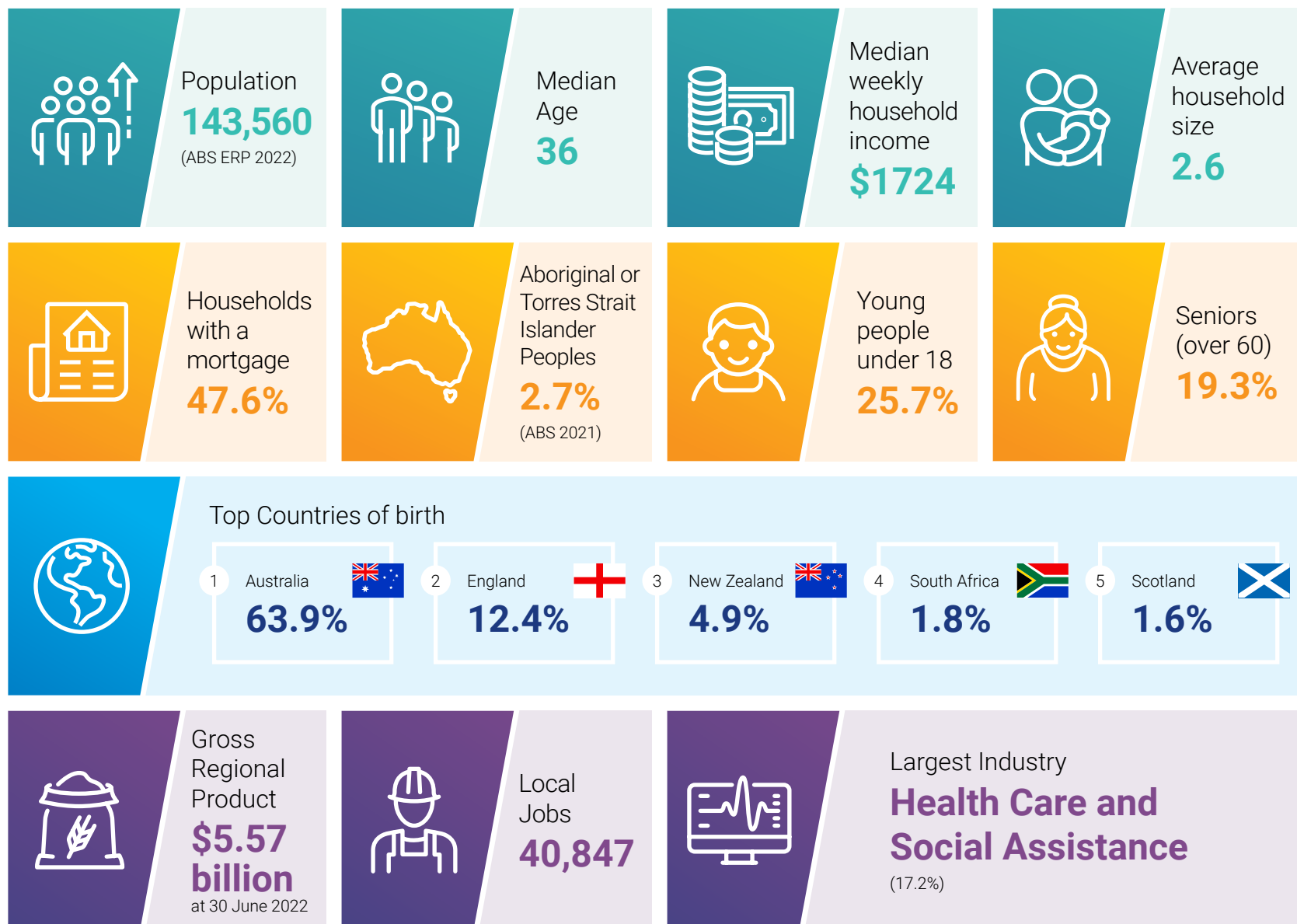
<sup>2</sup> Home | City of Rockingham | Population forecast (id.com.au)

<sup>3</sup> Economic profile | Rockingham | economy.id





# Snapshot of Our Community



## Sources:

[abs.gov.au/census/find-census-data/quickstats/2021/LGA57490](https://abs.gov.au/census/find-census-data/quickstats/2021/LGA57490)

[profile.id.com.au/rockingham/population](https://profile.id.com.au/rockingham/population)

Gross Regional Product | Rockingham | [economy.id](https://economy.id)

Estimated full time employment | Rockingham | [economy.id](https://economy.id)





# What is a Strategic Community Plan?

*“A goal without a plan is just a wish”*

This Strategic Community Plan (SCP) is the principal document within the City’s “Integrated Planning and Reporting Framework”. Integrated Planning and Reporting was developed and legislated by the State Government to provide a guiding framework for Local Governments as they set their big-picture goals for the future and plan the “roadmap” of how to achieve them.

Local Governments must engage with their communities to ensure their constituents’ vision and priorities for the future are understood.

They must examine the current demographic, social, environmental, and economic operating context, as well as any future changes and challenges likely to be faced. This information is then used to develop a suite of planning documents designed to ensure the activities of Local Governments are aligned to the needs and aspirations of their communities.

The Strategic Community Plan affirms the City’s holistic vision for the future and outlines the key strategic priorities that will require focus to achieve this vision.

A long-term (10 year) financial plan is maintained to track long term financial projections based on asset management plans, a workforce plan, major projects and revenue.

The aspirations that have been set out in the City’s Strategic Community Plan, and the actions in the Community Plan Strategies that flow from those aspirations, guide the 10-year Corporate Business Plan which, in turn, provides an overview of the City’s operations.

The priority of projects and services identified in the Corporate Business Plan are reviewed biannually to inform the City’s budget of revenue and expenditure estimates for each financial year. Importantly, performance is monitored for accountability, continuous improvement, and to ensure the City remains on track to achieve its long-term vision.





# Our Strategic Framework



**Budgeted for and delivered through the following:**





# Developing our Strategic Community Plan

From late 2022 until early 2023 the City undertook an extensive community engagement process which was divided into two parts.

Part one was an in-depth consultation which started with a workshop with Elected Members to determine their vision for the future of the City of Rockingham.

This was followed by an in-depth consultation with the community, including workshops, pop-ups (in-person interviews at local shopping centres and City facilities and events), and dedicated consultation with our advisory and reference groups, using open-ended questions to identify the topics that should be included in the Strategic Community Plan.

Part two was a comprehensive survey to prioritise the words to be included in the vision and the topics identified in part one under each of the aspirations, and to identify any missing topics that are important to our community.

Elected members were informed of the progress of the community engagement program at the February 2023 Councillor Engagement Session. At a Councillor Engagement Session in May 2023 the draft vision and aspirations were discussed.

To ensure that the Strategic Community Plan was truly representative of the views of the City of Rockingham's community, the consultation needed to reach as broad a range of the community and stakeholders as possible.

Accordingly, the consultation deliberately sought input from hard-to-reach community members and those who had not previously engaged with the City.

The City also referred to its recent community satisfaction survey and business survey with more than 1,000 participants, gathering invaluable feedback to inform the development of the Strategic Community Plan.





# A Snapshot of Participation

Here is an overview of the ways we heard people's ideas and how many voices we heard.



## 4,645 Voices Heard



**Community Survey**  
**3,645 responses submitted**

To prioritise the key issues to include in the Strategic Community Plan and identify any gaps. Plus identifying the key words to convey in the City's vision.



**Pop-Ups**  
**414 respondents**

A series of 17 pop-ups held at various events, shopping centres and community facilities. Three open-ended questions were asked of unengaged, hard-to-reach groups from the community.



**School Children**  
**297 surveyed**

Survey responses were received from eight high schools in the City. Young people described what they were most proud of, what they would like to see, and what the City could do better in the future.



**Share Your Thoughts**  
**167 submissions received**

Feedback was received on a series of open-ended questions via the Share Your Thoughts section of the City's website.



**Workshops**  
**98 participants**

Five targeted workshops with the community, business people and advisory and reference groups, plus submissions by those who could not attend.



**Junior Council**  
**24 participants**

The Junior Council program provides leadership opportunities for local students to step inside the Council Chambers. Two Junior Council workshops were convened to explore these young leaders' aspirations for the City.



# Who We Heard From

Where participants provided demographic information, we had the following overall response rate:

	Response Rate	City of Rockingham Profile from ABS <sup>4</sup>
Male	48%	49%
Female	51%	51%
Other	1%	
People living with a disability, chronic condition or who care for someone with a disability	14%	5% <sup>5</sup>
Speak a language other than English at home	9%	8%
Aboriginal or Torres Strait Islander	2%	3%

<sup>4</sup> Home | City of Rockingham | Community profile (id.com.au) – Data for 2021

<sup>5</sup> ABS data only captures those who reported needing help in their day-to-day lives due to disability and did not include those who care for someone with a disability.

Despite receiving 780 responses from those aged under 35 years old there were not sufficient responses to be a representative percentage of our community in that age group, so responses have been weighted to align with ABS figures by age group to correct any over/under representation of any one age group.











# What You Told Us

Community members identified what they love about living in the City of Rockingham, and what they want the City to look like in 10 years' time. The vision and aspirations respond to these ideas and values.

The community sees the City of Rockingham as a regional centre – they want to work, live and play here and maintain a sense of self-sufficiency. They want to see the City developing from within, up skilling its workforce and developing local businesses.

There's a strong love of being surrounded by bush and having a lifestyle based on proximity to the beach and ocean. The cultivated parks with water features are widely appreciated.

## **Our community's vision for the future**

When talking about what the community wants the City of Rockingham to be in 2033 there was focus on being a safe, family-friendly city where everyone can enjoy a relaxed lifestyle.

When planning for the future, community members expressed their wish that the beauty of the natural environment be respected, with carefully planned developments, vibrant foreshores, and infrastructure for connectivity within and outside the City.

There was also a strong desire from community members for Council to advocate to key stakeholders and partners on issues important to the community but outside the scope of Local Government.

## **Our community's aspirations**

The community identified 54 areas of impact for the future, which, when categorised, coalesced around five overarching themes. The five overarching themes identified are:

1. Social
2. Natural environment
3. Built environment
4. Economic
5. Leadership.

The importance of the natural environment came through strongly in the consultation, leading to the introduction of this additional aspiration (since the previous SCP). These five overarching themes were then refined to reach our aspirations. To realise the community's expectations for each aspiration the objectives were prioritised through the consultation process.



## Our Vision

*A quality lifestyle. A sustainable future.*





# Our Aspirations



## **1. Social:**

A family-friendly, safe and connected community.

## **2. Natural Environment:**

A place of natural beauty where the environment is respected.

## **3. Built Environment:**

A built environment carefully planned for today and tomorrow.

## **4. Economic:**

A vibrant economy creating opportunities.

## **5. Leadership:**

Transparent and accountable leadership and governance.



# Aspiration 1 - Social

## A family-friendly, safe and connected community

Outcome	Objective (What needs to be achieved)
Connected community	Provide opportunities for community engagement and participation
Community health and wellbeing	<ul style="list-style-type: none"> <li>• Reinforce a strong sense of safety</li> <li>• Strengthen community health and wellbeing</li> <li>• Provide healthy lifestyle opportunities</li> </ul>
Accessible services	Adapt services to meet changing community need
Inclusive community	Build connectivity with our diverse community

### Informing Community Plan Strategies<sup>6</sup>

- Children and Young People Strategy (2018)
- Community Safety and Support Services Strategy (2022)
- Cultural Development and the Arts Strategy (2018)
- Disability Access and Inclusion Plan (2021)
- Health and Wellbeing Strategy (2018)
- Library and Information Services Strategy (2017)
- Reconciliation Action Plan (2021-2023)
- Seniors Strategy (2017-2021)

<sup>6</sup> Note: Informing Community Plan Strategies may apply to more than one aspiration





# Aspiration 2 - Natural Environment

A place of natural beauty where the environment is respected

Outcome	Objective (What needs to be achieved)
Protection of natural environment	<ul style="list-style-type: none"><li>• Reduce City's energy and water usage</li><li>• Minimise waste</li><li>• Mitigate and adapt to climate change impacts</li></ul>
Sustainable natural green spaces	<ul style="list-style-type: none"><li>• Preserve and enhance biodiversity</li><li>• Improve community open spaces</li><li>• Improve amenity</li><li>• Increase tree canopy</li></ul>

## Informing Community Plan Strategies

- Bushfire Risk Mitigation Strategy (2017)
- City of Rockingham Waste Plan (2021)
- Environmental Protection Strategy (2023)
- Greening Plan (2017)
- Local Planning Strategy\*
- Natural Area Conservation Strategy (2017)
- Public Open Space Strategy (2020)
- Rural Land Strategy (2020)
- Sustainability Strategy (2020)

\*denotes a newly proposed Community Plan Strategy





# Aspiration 3 - Built Environment

A built environment carefully planned for today and tomorrow

Outcome	Objective (What needs to be achieved)
Built infrastructure meets current and future community needs	Plan, build and maintain current and future assets
Plan for sustainable growth	<ul style="list-style-type: none"> <li>• Balance growth while maintaining the identified natural environment</li> <li>• Create safe community places to live, recreate and work</li> <li>• Create vibrant coastal foreshores</li> </ul>
Accessible and connected	Plan and advocate for transport solutions

## Informing Community Plan Strategies

- Baldivis Town Centre – Precinct Structure Plan\*
- Coastal Facilities Strategy (2021)
- Coastal Hazard Risk Management and Adaptation Plan (2019)
- Community Infrastructure Plan (2022)
- Environmental Protection Strategy (2023)
- Heritage Strategy (2020)
- Karnup District Structure Plan\*
- Local Commercial and Activity Centre Strategy (2022)
- Local Planning Strategy\*
- Rockingham Beach Foreshore Master Plan (2015)
- Rockingham Foreshore Management Plan (2016)
- Rockingham Strategic Centre – Precinct Structure Plan\*
- Rockingham Strategic Metropolitan Centre Public Parking Strategy (2017)
- Safety Bay Shoalwater Foreshore Master Plan (2019)
- Strategic Asset Management Plan (2021)
- Sustainable Transport Plan\*

\*denotes a newly proposed Community Plan Strategy





# Aspiration 4 - Economic

## A vibrant economy creating opportunities

Outcome	Objective (What needs to be achieved)
Growing the business economy	<ul style="list-style-type: none"><li>Actively support and develop local business growth</li><li>Attract and promote new businesses and investment opportunities</li></ul>
Local employment	Support existing and new businesses to increase local employment opportunities
A visitor destination	Promote the City as a place to visit

### Informing Community Plan Strategies

- Economic Development Strategy (2020) (including the 'Small Business Friendly Approval Program')
- Local Commercial and Activity Centres Strategy (2022)
- Rockingham Strategic Centre – Precinct Structure Plan\*
- Tourist Destination Strategy (2019)

\*denotes a newly proposed Community Plan Strategy





# Aspiration 5 - Leadership

## Transparent and accountable leadership and governance

Outcome	Objective (What needs to be achieved)
Quality leadership	<ul style="list-style-type: none"><li>• Ensure accountable and transparent governance</li><li>• Promote the City as a place for the future</li><li>• Active advocacy for the community</li><li>• Provide community communication and facilitate engagement opportunities</li></ul>
Sustainable local government	<ul style="list-style-type: none"><li>• Optimise City resources</li><li>• Continual improvement</li></ul>

### Informing Documents

- Advocacy Plan
- Ten-year Business Plan (updated biannually)









# Outcomes from the past four years

Since the last major review of the SCP in 2018 the City has achieved many of the objectives identified in the SCP (2019-2029). The following is an overview of some of the key achievements.



## Infrastructure planning

The Community Infrastructure Plan provides the long-term vision for community infrastructure.

The Rockingham Foreshore Revitalisation was completed in August 2019. Stage one comprises three main areas:

- Railway Terrace, a pedestrian friendly shopping and eat street
- Beach Plaza, a new civic heart for Rockingham with a range of recreational, cultural and heritage attractions; and
- The Boardwalk, featuring timber terraces and some 'young-at-heart' attractions connecting to the beach.

The development and activation of this area has been key to expanding the City's tourism and economic development potential.

The construction of the Baldivis Sports Complex has been a key achievement to meet the needs of the growing community in Baldivis.

## Coastal destination

In the 2018 consultation for the 2019-2029 Strategic Community Plan tourism and destination marketing featured heavily and was a key focus for the community.

The subsequent establishment of a tourism brand for Rockingham – *Rediscover Rockingham* - has been, and continues to be, a great success, leading to an increase in visitor numbers to the City and enhancing the reputation of Rockingham as a tourism destination.

With significant progress being made in this area, there was a notable shift away from the tourism theme in the consultation for the 2023-2033 Strategic Community Plan.





### **Youth development and involvement**

The construction of the Rockingham Youth Centre and its continued programming of events and activities has made significant progress towards this objective.

### **Community engagement and advocacy**

The City engages extensively with the community. The endorsement by Council of the Community Engagement Policy established a framework to ensure that the community is informed, consulted and can participate in items of importance to community members.

Due to its sustained advocacy across a range of areas the City has been successful in receiving additional funding from many agencies to help deliver key projects.

### **Effective governance**

The City's response to COVID-19 was commended in a state-wide community resilience survey looking at how the community was coping with the impacts of COVID-19.

It showed residents placed the City's COVID-19 response in the good-to-excellent category with a score of 78 (compared to the state average of 68). Conducted by the Department of Local Government, Sport and Cultural Industries and Local Government Professionals WA, the survey showed that residents rated the City's leadership, decision making processes and trust levels higher than the state average.









# Resourcing and Implementing the Strategic Community Plan

Our Corporate Business Plan (CBP) details the financials required for the next 10 years to deliver the community outcomes of the SCP (2023-2033). Other important informing plans include:

- Community Plan Strategies
- Asset Management Plan
- Local Planning Strategy
- Risk Management Framework.

The CBP establishes the City's capability position (across a 10-year period with biannual review) while aligning our activities and resources to the vision of the SCP.

The planning of the City's annual operations is informed and guided by a large suite of issue-specific plans or Community Plan Strategies.

These strategies support the aspirations of the Strategic Community Plan while exploring in deeper detail the pressing priorities and opportunities where the City can create positive change for the community. These documents can be found on the City's website but may be subject to change as strategies and plans are completed, reviewed or removed.

The City's services and project delivery requirements are planned and costed in detail through annual team plans. These are all submitted to the City's Budget process which prioritises the achievable steps for each year, within the City's resource capability.

The City is committed to ongoing engagement with our community, to remain transparent in reporting our operations, and to actively listen to the evolving needs of our residents and stakeholders. The monitoring and reporting process enables continuous improvement and provides assurance that the City is progressing towards its strategic vision.



# Measuring and Reporting Our Performance

The City measures and reports its performance in the following ways:

## Strategy Implementation

The successful implementation of our Community Plan Strategies and the actions identified in them is based on ongoing feedback from our community. Actions are reported in the monthly bulletin to Council.

## Customer Satisfaction Survey

The City's Customer Satisfaction Survey measures the community's satisfaction levels with the City's delivery of its key services and facilities.

## Corporate Performance

The City evaluates its corporate performance looking at areas such as leadership, operations management, workforce management, finance management, risk management and asset management. Currently the City is undertaking benchmarking with other local governments to look for opportunities for continual improvement.

## Annual Report

The annual report is published in December each year and provides a report about the City's performance. It also assists our community in understanding what we do.

## Sustainability Snapshot Report

The Sustainability Snapshot Report is an annual, financial year report that highlights actions and initiatives from across the City, collectively working towards a more sustainable future.

## City Chronicle

Updates about the Strategic Community Plan are provided in the City's quarterly newsletter, the City Chronicle.







## Risk Management

As part of the City's Risk Management Council Policy, the City regularly reviews local and global factors that could impact the delivery of the community's aspirations. Strategic risks are reviewed and reported to the Council Audit Committee.





**Adoption date:**  
22 August 2023

