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Artist's impression of Baldivis District Sporting Complex indoor recreation centre.
Introduction

At the beginning of 2019 the population of the City of Rockingham was about 140,000 people. By the beginning of 2023 there will be around 162,000 people living here.

The future is coming. Quickly. Every day our City grows a bit more, our residents’ needs change and the issues we need to deal with evolve. Our plan for dealing with the future of our city needs to change, too.

Every four years we do a comprehensive review of our Strategic Community Plan, and create a new one that looks ahead over the next 10 years and considers the new factors, and the new expectations, that are now influencing our city.

The Community Plan is the product of a long and broad engagement with people from all walks of life from all sections of our community.

We sought comments and ideas from many people - seniors, young people, families, retirees, beach lovers, bush walkers, runners, cyclists, people with disability, conservationists, coffee drinkers, home owners, tenants, business operators, Aboriginal and Torres Strait Islander Australians, new Australians, all sorts of Australians.

We sent out 10,000 workshop invitations to people randomly selected from all over the City of Rockingham, and we held a series of “Planning for the Future” workshops. We received over 500 suggestions from people who have a stake in the future of our community.

The valuable contributions from interested community members will help shape the direction of our city for the next 10 years, identifying four key aspirations which build on the groundwork done over the previous four years.

They are:

1. Actively pursue tourism and economic development
2. Grow and nurture community connectedness and wellbeing
3. Plan for future generations
4. Deliver quality leadership and business expertise.

These aspirations reflect the community’s desire to create a welcoming, supportive, and friendly place where we make the most of our many assets, while keeping an eye on the needs of future generations who rely on our thoughtful stewardship to deliver a community that meets their needs as well.
Our Strategic Framework

The City is responsible for the provision and delivery of high quality services and facilities. Doing all the things the community expects, and prioritising them appropriately, requires a solid planning framework.

The City has a Strategic Framework which helps us develop the capabilities to meet the needs of our community, and ensures we monitor our performance so we can respond to changes in circumstances during the life of the Strategic Community Plan.

The framework is built on the community’s Aspirations and Strategic Objectives in the Community Plan, and activated through various plans and strategies.

These plans and strategies are put into effect through the City’s major projects plan, asset management plan and the various Community Plan Strategies which are consolidated into the Corporate Business Plan.

The City also has an integrated Risk Management Framework which ensures that the possibility of risk is considered in everything we do.

“Integrated planning and reporting gives local governments a framework for establishing local priorities and to link this information to operational functions.”

Department of Local Government, Sport and Cultural Industries.
Our Strategic Framework

Our Community’s Vision, Aspirations and Strategic Objectives

Our Strategic Community Plan
The overarching plan to meet our community's Aspirations

Community Plan Strategies
The strategies that link our Community Plan with our Business Plan

Budgeted for and Delivered Through the Following

Community Infrastructure Plan
Planning for new City buildings, major roads and recreational facilities

Asset Management Plan
Managing and maintaining the City's physical assets from creation to disposal at defined levels of service

Service Delivery Team Plans
Planning for the day-to-day Services that we deliver to the community (also includes the Workforce Plan)

Corporate Business Plan
Details the next 10 years incorporating major projects, asset management and service delivery
The first year of the business plan becomes the annual budget.

Risk Management, Business Continuity Management, Key Driving Force Tracking, Measurement of Implementation
Developing
the 2019-2029 Strategic Community Plan

The Local Government Act 1995 requires local governments to conduct a full review of their Strategic Community Plan every four years.

During 2018 the City held a series of “Planning for the Future” workshops and conducted surveys to get feedback from residents regarding their vision and aspirations for the City for the next 10-20 years.

Participants engaged in lively discussions about the progress the City has made on the previous Strategic Community Plan, and used that progress as a starting point for developing our new Aspirations. To ensure the outcomes were totally driven by the community, City staff did not participate in discussions.

The suggestions from the workshops were then taken to a Councillors’ workshop to identify the priority areas for further development. A community representative from each workshop also attended this session to represent the views from the workshop they attended.

The engagement process culminated in the creation of the draft Community Vision, Aspirations and Strategic Objectives. After a four week period of public comment the draft was approved by Council in September 2018.

The 2019-2029 City of Rockingham Strategic Community Plan became a live document underpinning all the City’s activities as of 1 January 2019.
Through the Planning for the Future workshops, participants had many robust discussions on the issues they felt were important for the future of the City of Rockingham. The dominant themes form our Aspirations and Strategic Objectives.

Our Community’s Key Themes

- Eco Tourism
- Investment attraction
- Foreshore development
- Enterprise partnerships and development
- Initiatives for young people
- Volunteering
- Accessibility and inclusion
- Events
- Sustainability
- Protection of our environment
- Climate change
- Infrastructure planning and renewal
- Effective governance
- Sustainable revenue sources
- Stakeholder engagement
- Advocacy
<table>
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<th>Our Community’s Vision for the Future</th>
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<td>Be home to a welcoming and inclusive community that understands, represents and preserves its unique sense of purpose and place</td>
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<td>Be recognised and admired as a contemporary and vibrant destination, renowned for its natural beauty and world class coastal and marine environments</td>
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<tr>
<td>Offer a safe, relaxed and friendly tourism lifestyle, underpinned by a diverse range of community facilities, services and cultural activities all linked with a first class public transport system</td>
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<td>Prosper from investment that generates employment opportunities, created by a diverse and robust economic base including retail, services, tourism, education, defence, horticulture and light and heavy industrial activities</td>
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<tr>
<td>Continue to reduce our carbon footprint and the generation of waste</td>
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<tr>
<td>Manage and use our land and marine environments in a manner that preserves them and recognises that the climate is changing.</td>
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Aspirations and Strategic Objectives

Aspiration 1: Actively Pursue Tourism and Economic Development
- Coastal destination
- Investment attraction
- Marketing and promotion
- Attractions and events
- Infrastructure investment – local, regional and state
- Business development
- MICE (meetings, incentives, conferences and events)

Aspiration 2: Grow and Nurture Community Connectedness and Wellbeing
- Youth development and involvement
- Accessibility
- Aboriginal heritage and inclusion
- Community engagement
- Community capacity building
- Community safety and support
- Services and facilities

Aspiration 3: Plan for Future Generations
- Infrastructure planning
- Responsive planning and control of land use
- Climate change adaptation
- Sustainable waste solutions
- Alternative energy applications
- Preservation and management of bushland and coastal reserves
- Liveable suburbs

Aspiration 4: Deliver Quality Leadership and Business Expertise
- Effective governance
- Revenue sources
- Leadership in sustainability
- Strategic and sustainable financial planning
- Management of current assets
- Benchmarking and optimising performance
- Key stakeholder partnerships
Aspiration 1

Actively Pursue Tourism and Economic Development

Coastal destination:
Promote the City as the premier metropolitan coastal tourism destination.

Investment attraction:
Attract local and international investment to the City to contribute to the local economy.

Marketing and promotion:
Develop and implement effective marketing approaches to promote the City as a destination of choice for the local community, visitors, investors and businesses.

Attractions and events:
Seek to host iconic community events and attractions that will entice residents and visitors throughout the year.

Infrastructure investment – local, regional and state:
Lobby local, state and federal stakeholders to establish infrastructure and development opportunities for the City.

Business development:
Support business development initiatives throughout the City.

MICE (meetings, incentives, conferences and events):
Identify and attract conferences and high profile business and sporting events to the City to develop its profile as a destination of choice for event organisers.

Aspiration 2

Grow and Nurture Community Connectedness and Wellbeing

Youth development and involvement:
Engage and encourage youth to become actively involved in contributing to the wellbeing of our community.

Accessibility:
Ensure that the City’s infrastructure and services are accessible to seniors and to people with a disability.

Aboriginal heritage and inclusion:
Strengthen relationships with Aboriginal people which foster mutual respect and support, and cultural awareness.

Community engagement:
Facilitate comprehensive community engagement on issues facing the City, ensuring that residents can provide input into shaping our future.

Community capacity building:
Empower the community across all ages and abilities to be culturally aware and involved with a diverse range of community initiatives that incorporate volunteering, sport, culture and the arts.

Community safety and support:
Provide support to residents and visitors so they feel safe and secure at home and outdoors.

Services and facilities:
Provide cost effective services and facilities which meet community needs.
Plan for Future Generations

Infrastructure planning:
Plan and develop community, sport and recreation facilities which meet the current and future needs of the City’s growing population.

Responsive planning and control of land use:
Plan and control the use of land to meet the needs of the growing population, with consideration of future generations.

Climate change adaptation:
Acknowledge and understand the impacts of climate change, and identify actions to mitigate and adapt to those impacts.

Sustainable waste solutions:
Incorporate new opportunities that support responsible and sustainable disposal of waste.

Alternative energy applications:
Embrace new technology and apply alternative energy solutions to City facilities and services.

Preservation and management of bushland and coastal reserves:
Encourage the sustainable management and use of the City’s bushland and coastal reserves.

Liveable suburbs:
Plan for attractive sustainable suburbs that provide housing diversity, quality public open spaces, walkways, amenities and facilities for the community.

Deliver Quality Leadership and Business Expertise

Effective governance:
Apply systems of governance which empower the Council to make considered and informed decisions within a transparent, accountable, ethical and compliant environment.

Revenue sources:
Identify and implement strategies to introduce alternative revenue sources for the City.

Leadership in sustainability:
Provide community education on the management of waste, and provide opportunities for community involvement in sustainability programs.

Strategic and sustainable financial planning:
Undertake long-term resource planning and allocation, with prioritised spending on core services, infrastructure development and asset management.

Management of current assets:
Maintain civic buildings, sporting facilities, public places and road and cycle way infrastructure based on best practice principles and life cycle cost analysis.

Benchmarking and optimising performance:
Explore opportunities to review, enhance and optimise performance through local government benchmarking programs and community feedback mechanisms.

Key stakeholder partnerships:
Foster relationships and partnerships with key stakeholders to achieve enhanced community outcomes.
The community shared its aspirations for the City’s future. To deliver this future we need to review our existing Community Plan Strategies and develop new strategies that meet the strategic objectives. The Community Plan Strategies will be developed through further Community and Council engagement, and will be endorsed by Council following feedback on the draft documents.

In each strategy, the implementation of Key Actions will be measured to ensure they progress towards our goal of delivering the Aspirations. All actions are budgeted for and delivered through the City’s Community Infrastructure Plan, Asset Management Plan, individual Team Plans and the Corporate Business Plan.

**Aspiration 1**

**Actively Pursue Tourism and Economic Development**

- Tourist Destination Strategy *(new)*
- Coastal Facilities Strategy *(new)*
- Rockingham Strategic Metropolitan Centre Public Parking Strategy *(current)*
- City Centre Transport Strategy *(current)*
- Economic Development Strategy *(to be updated)*
- Rockingham Strategic Metropolitan Centre, Centre Plan - Activity Centre Plan *(current)*

**Aspiration 2**

**Grow and Nurture Community Connectedness and Wellbeing**

- Children and Young People Strategy *(current)*
- Disability Access and Inclusion Strategy *(current)*
- Digital Media Strategy *(to be updated)*
- Health and Wellbeing Strategy *(current)*
- Cultural Development and The Arts Strategy *(current)*
- Volunteering Strategy *(current)*
- Seniors Strategy *(current)*
- Community Support Services Strategy *(current)*
- Community Safety Strategy *(to be updated)*
- Library and Information Services Strategy *(current)*

**Aspiration 3**

**Plan for Future Generations**

- Community Infrastructure Plan *(updated annually)*
- Rockingham Beach Foreshore Master Plan *(current)*
- Strategic Asset Management Plan *(to be updated)*
- Infrastructure Asset Management Plan *(new)*
- Safety Bay/Shoalwater Foreshore Revitalisation Masterplan *(new)*
- Centre Plan - Rockingham Strategic Metropolitan Centre *(current)*
- Heritage Strategy *(new)*
- Coastal Hazard Risk Management and Adaptation Plan *(new)*
- Sustainability Strategy *(new)*
- City of Rockingham Waste Strategy *(current)*
- Natural Area Conservation Strategy *(current)*
- Bushfire Risk Mitigation Strategy *(current)*
- Greening Plan *(current)*
- Public Open Space Strategy *(new)*
- Environmental Planning Strategy *(new)*
- Rockingham Foreshore Management Plan *(current)*
- Local Planning Strategy *(new)*
- Karnup District Structure Plan *(new)*

**Aspiration 4**

**Deliver Quality Leadership and Business Expertise**

- Development of the Renaissance Technopole *(current)*
- Ten Year Integrated Financial Business Plan *(updated annually)*
The City continually measures and tracks its performance in the following areas:

**Achieving the Vision**
The City's Happiness Index provides a new and very innovative way of measuring the community’s overall level of satisfaction with living in the City of Rockingham. It is based on the concept of a "Net Promoter Score". Community members are asked to provide an overall rating on their “level of happiness”, and then requested to select up to six indicators of why they chose this rating. The results are reported on a biannual basis - February and August. The Happiness Index is available through Rock Port, the City's online portal.

**Customer Service**
The Annual Customer Satisfaction Survey measures the community’s satisfaction levels with the City’s delivery of its services and facilities. Key service delivery areas and facilities are evaluated on the basis of usage, importance and performance. The outcomes of the survey are published on the website by the end of every year.

**Strategy Implementation**
The measurement of the successful implementation of our Community Plan Strategies and the identified actions is based on ongoing feedback from the community, including various interest groups and working groups through Rock Port and other methods of contact.

**Corporate Performance**
The City participates in the Local Government Performance Excellence Program, which is coordinated annually by Price Waterhouse Cooper and Local Government Professionals Australia NSW. Areas of measurement include Corporate Leadership, Operations Management, Workforce Management, Finance Management, Risk Management and Asset Management.

**Happiness Index**