

UPDATE ON CORPORATE BUSINESS PLAN ACTIONS - JUNE 2021

Key Result Area 1 Economic Development

Theme: Economic stability and improved potential for economic development and diversity for the Islands.

Value: Encourage economic stability and diversity on the Islands.

1-Objective 1 Support and assist Tourism in recognition of its importance as an economic driver.

Strategy Reference	Action	20/21	Ongoing	Jun-21
ED1.1.1.1	Support and advise the Cocos (Keeling) Islands Tourism Association (CKITA) to increase /improve collaboration between CKITA and the Shire	√	√	Ongoing. Funding agreement in place for the Home Island Museum.
ED1.1.1.2	Ensure Shire processes are focussed on proactively enabling tourism operators to develop their businesses	√	√	A review of processes to be conducted in 2021/22.
ED1.1.1.3	Provide and maintain facilities that enhance the visitor Experience (e.g. BBQs, parks, shelters, ablutions, rip platform)	√	√	Business as usual. Regular maintenance is carried out.
ED1.1.1.4	Proactively seek grant opportunities to continue to implement the Trails Masterplan shovel ready project.	√	√	Ongoing.
ED1.1.1.5	Support CKITA to develop a HI visitor centre/booth (pop up)	√	-	Included in the Museum MOU.
ED1.1.1.6	Conduct a signage audit to identify gaps, upgrades and renewal requirements	√	√	Data of all current signs has been captured. Assessment of gaps/upgrades to occur in 2021/22.

1-Objective 2 Facilitate additional accommodation to meet a variety of needs

Strategy Reference	Action	20/21	Ongoing	Jun-21
ED1.1.2.1	Consult with absentee owners/lessees to encourage them offer their residences for short and long term accommodation	√	√	Absent lease holders were written to proposing that the Shire take on a property manager role and rent on their behalf. The current absent lease holders have not shown any interest in the proposal. An additional clause has been added to any new leases to prevent long absences from occurring.
ED1.1.2.2	Encourage and support development on vacant private land	√	√	Responses to development enquiries are progressed as they arise.
ED1.1.2.3	Consult with the Commonwealth on opportunities to release vacant land with covenants	√	√	Regular meetings are held with Commonwealth stakeholders.
ED1.1.2.4	Develop one Home Island residential block as a pilot for the Shire and to showcase cost effective housing options	500,000	-	Shire funds and Economic Stimulus funds are being utilised to complete the construction of two new houses on Home Island. Projects are in progress.

Key Result Area 1 Economic Development

Theme: Economic stability and improved potential for economic development and diversity for the Islands.

Value: Encourage economic stability and diversity on the Islands.

1-Objective 3 Promote potential developments that foster economic development and diversification.

Strategy Reference	Action	20/21	Ongoing	Jun-21
ED1.1.3.1	Partner with the RDO to develop an Investment Prospectus	-	-	Not applicable to 2020/21.
ED1.1.3.2	Identify suitable land parcels that could be considered for development, including outcomes from each parcel of land	-	-	Not applicable to 2020/21.
ED1.1.3.3	Promote and seek out potential for economic developments	√	√	Ongoing.
ED1.1.3.4	Partner with proponents to develop cost estimates for servicing Lots 223 & 224 for development (i.e. power, water, sewerage to the site) from Water Corp and for a self-sufficient option	√	√	Conversations with proponents occur as the opportunities arise.
ED1.1.3.5	Consider Tourism/Retail Precinct on West Island	-	-	Not applicable to 2020/21.
ED1.1.3.6	Refrubish the Retail Precinct on Home Island	500,000	-	Retail Precinct project expected to be completed in 2021/22.
ED1.1.3.7	Investigate the potential for a co-working space/business incubator	-	-	Not applicable to 2020/21.
ED1.1.3.8	Consider the potential for additional LIA sheds	√	-	Ongoing.

1- Objective 4 Support major events.

Strategy Reference	Action	20/21	Ongoing	Jun-21
ED1.1.4.1	Work with HI community organisations and CKITA to investigate the potential of Hari Raya Jukung Racing and associated activities being promoted as an opportunity for tourism.	-	-	Not applicable to 2020/21.
ED1.1.4.2	Coordinate Act of Self-Determination Day (ASDD) and engage HI Community Organisations to participate	√	√	Completed. Ongoing event.
ED1.1.4.3	Work with CKITA to develop and implement a calendar of events to enhance community and visitor experience	√	√	2020/21 Events completed. 2022 calendar in progress.

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1-Objective 5 Support employment and promote business opportunities.

Strategy Reference	Action	20/21	Ongoing	Jun-21
ED1.1.5.1	Work with local businesses and IOGTA to encourage training and up-skilling to build on local skill sets	√	√	New Carpentry and Joinery apprenticeship position; training provided for permanent and casual staff to encourage upskilling and renewal of required licences.
ED1.1.5.2	Maintain close liaison with RDO for leads to start-up businesses and to encourage new business to the Islands	√	√	Two Shire employees are also Community Representatives on the RDO.
ED1.1.5.3	Provide support to local businesses via facilitating a regular forum for businesses and Shire to connect (e.g. similar function to a Chamber of Commerce)	√	√	Not yet commenced.
ED1.1.5.4	Develop, promote and maintain a Cocos Capacity and Capability Prospectus (Cocos CV)	√	√	Update of Cocos CV underway in partnership with the RDO.
ED1.1.5.5	Liaise with major contractors to encourage use of local labour and businesses	√	√	Update of Cocos CV is underway in partnership with the RDO. The Shire promotes the use of local labour where appropriate in Shire contracts.
ED1.1.5.6	Continue to work with the Administrator, RDO and the Commonwealth to find a solutions to overcome the barrier of insurance unavailability/cost	√	√	Regular meetings are held with Commonwealth stakeholders.

Key Result Area 2 **Social**

Theme: An involved, inclusive, healthy community.

Value: To provide community facilities and promote social interaction.

2-Objective 1 **Facilitate a long-term planned approach to sport and recreation.**

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.1.1	Investigate partnerships with other agencies to fund a dedicated sport and recreation officer.	√	√	Ongoing.
S2.1.1.2	Maximise utilisation of Sport and Recreation infrastructure	√	√	Ongoing.
S2.1.1.3	Identify gaps in facilities and create opportunities for a wider range of activities, e.g. Gymnasium/Youth Centre, sports for seniors and walking groups/trails	√	√	Recreation Plan to be updated/completed in 2021/22 as part of Commonwealth SDA.
S2.1.1.4	Ensure that sporting facilities are appropriately managed and maintained	√	√	Ongoing.
S2.1.1.5	Ensure that contents of the Sport and Recreation Plan are regularly reviewed and updated	√	√	Recreation Plan to be updated/completed in 2021/22 as part of Commonwealth SDA.
S2.1.1.6	Encourage community involvement in the planning, development, management and maintenance of sport and recreation opportunities	√	√	Ongoing.
S2.1.1.7	Progress plans for a skate park in collaboration with CIDHS Senior Leaders and other stakeholders	√	√	Completed.
S2.1.1.8	Review, renew and upgrade playground and play equipment to ensure they meet community needs and compliance standards.	50,000	√	Completed.
S2.1.1.9	HI Boat storage and wash down area	5,000	-	Not commenced.

Key Result Area 2 Social

Theme: An involved, inclusive, healthy community.
Value: To provide community facilities and promote social interaction.
2-Objective 2 Assist and support community associations and clubs.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.2.1	Assist clubs in identifying and securing funds for activities and facilities	√	√	Ongoing.
S2.1.2.2	Facilitate workshops and training for clubs and volunteers	√	√	Ongoing
S2.1.2.3	Develop and implement a Volunteer support program to encourage, incentivise, acknowledge and thank our volunteers	10,000	√	Recognition program completed.
S2.1.2.4	Provide an annual round of Shire Community funding	√	√	Round 1 closed. 2 successful applicants.
S2.1.2.5	Facilitate and support inter-island sporting events and competitions	√	√	Ongoing.
S2.1.2.6	Assist youth in improving their sporting abilities via contributing funds to enable their participation in mainland training and competitions	√	√	Facilitating coaching with Rugby 9's.

2-Objective 3 Provide activities, services and programs for young people.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.3.1	Provide a range of coordinated activities specifically aimed at youth e.g. holiday program, youth week	√	√	Programs continue to be well attended on both islands.
S2.1.3.2	Build and maintain relationships with young people to assess the activities and facilities that would meet their needs	√	√	Ongoing. Requests included in budget considerations.
S2.1.3.3	Maintain and improve the Youth Centre on Home Island as a place for young people to visit	√	√	Ongoing.
S2.1.3.4	Support and encourage volunteers to deliver youth events and programs	√	√	Ongoing.
S2.1.3.5	Facilitate opportunities for youth to engage with Council	√	√	Ongoing.
S2.1.3.6	Support and facilitate youth programs/workshops/education with a focus on healthy lifestyle choices.	√	√	Ongoing. Annual youth week events, weekend sporting activities have recommenced.

Key Result Area 2 Social

Theme: An involved, inclusive, healthy community.
Value: To provide community facilities and promote social interaction.

2- Objective 4 Promote and support an inclusive and healthy community.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.4.1	Work with the Administrator to support agencies in delivering appropriate health and medical services to the communities.	√	√	Ongoing.
S2.1.4.2	Provide and maintain quality housing for the General Practitioner	√	√	At the July Ordinary Council Meeting held on 28 July 2021, Council resolved to continue to support the use of House 100 Home Island for the District Medical Officer.
S2.1.4.3	Maintain the HI Gym	√	√	2021/22 Budget to consider the purchase of replacement equipment.
S2.1.4.4	Investigate a gym for WI	30,000	-	Tenders for the Recreation Precinct were received and were well over budget expectations. Design and concept to be revisited.
S2.1.4.5	Support the RUOK Day and other mental health initiatives	√	√	Next event in September 2021.
S2.1.4.6	Investigate a strategy to engage teenage girls in healthy lifestyle activities – e.g. SHINE model	-	-	Not applicable to 2020/21.
S2.1.4.7	Coordinate Australia Day Activities	√	√	Program successfully delivered.

2-Objective 5 Support services for seniors.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.5.1	Provide support to the Seniors Group	√	√	Next event - November 2021.
S2.1.5.2	Partner with Commonwealth Community Service officer to investigate provision of age-friendly (Independent Living) housing	20,000	√	Not commenced. To be reviewed in 2021/22.
S2.1.5.3	Support universal accessibility to all Shire facilities, services and programs	50,000	√	As new projects and renewals are budgeted accessibility is designed in.

Key Result Area 2 Social

Theme: An involved, inclusive, healthy community.
Value: To provide community facilities and promote social interaction.

2-Objective 6 Provide opportunities for arts and culture to flourish.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.6.1	Partner with other agencies and the community to develop an annual calendar of arts / cultural events	√	√	2022 Calendar in progress. Market in December 2021.
S2.1.6.2	Promote library services and encourage participation	√	√	Next SLWA training is to be held in October 2021.
S2.1.6.3	Support the Library's early childhood literacy programs.	√	√	Ongoing - Better Beginnings conducted weekly on both islands.

2-Objective 7 Collect, preserve and celebrate the Islands' rich heritage.

Strategy Reference	Action	20/21	Ongoing	Jun-21
S2.1.7.1	Maintain and support the Islands' Museums and preservation of historical assets	30,000	√	Rendering of walls almost complete, to be finalised in 2021/22.
S2.1.7.2	Develop local capacity for heritage conservation via an Emerging Curator Program	√	√	Ongoing.
S2.1.7.3	Preserve the cultural and heritage significance of the Pulu Gangsa Cemetery	5,500	√	Cemetery register completed and is now an ongoing item.
S2.1.7.4	Work with heritage agencies to secure funding, to preserve the cultural and heritage significance of Oceania House Gardens and Walls	10,000	√	To be progressed in 2021/22.
S2.1.7.5	Preserve and document the heritage of Pondoks via photos and stories as a first stage of mapping and risk assessment.	16,500	√	Completed.
S2.1.7.6	Partner with Tourism to use technology to develop/improve/promote heritage trails	-	-	Interactive picture screen including oral history in progress.
S2.1.7.7	Support and encourage local heritage projects such as oral histories, photographic collections and publications	√	√	Lionel Allen collection catalogued in collaboration with WA Museum.

Key Result Area 3 Environment

Theme: Preserve the Islands’ environment & ensure future development is sympathetic to the Islands environment
Value: To advance Cocos whilst keeping its island character

3-Objective 1 Foster and support partnerships with stakeholders and the community in their efforts to care for the natural environment.

Strategy Reference	Action	20/21	Ongoing	Jun-21
E3.1.1.1	Partner with the Department of Planning to carry out coastal hazard assessments and mapping that considers social, cultural, economic and environmental implications	√	√	Project with Commonwealth for final review and release.
E3.1.1.2	Partner with the Commonwealth to continue the reclamation of at risk areas on Home and West Islands	√	√	Some works were completed at the Fuel Farm in 2021. Ongoing conversations occur about at risk areas.
E3.1.1.3	Develop and foster a collaborative relationship with Parks Australia to ensure appropriate environmental management of the Northern and Southern Atolls	√	√	Discussions of a formalised MOU underway. To be finalised and in place in 2021/22.
E3.1.1.4	Develop a junior Ranger program	√	√	Ongoing. Program delivered during Term 2 School Holiday Program
E3.1.1.5	Develop an “Adopt a Beach” program	√	√	One program was registered in 2021/22.
E3.1.1.6	Establish and implement a Community Clean up fundraiser program	√	√	Completed three marine debris clean up days.
E3.1.1.7	Investigate options for Re-vegetation programs in partnership with Parks Australia and other relevant agencies	20,000	√	Revegetation program was conducted with Parks Australia and CKIDHS from 58 Plants project seedlings

Key Result Area 3 Environment

Theme: Preserve the Islands’ environment & ensure future development is sympathetic to the Islands environment

Value: To advance Cocos whilst keeping its island character

3-Objective 2 Implement and promote the eradication and control of invasive and feral fauna and flora

Strategy Reference	Action	20/21	Ongoing	Jun-21
E3.1.2.1	Partner with DPIRD to control Siam Weed	√	√	Ongoing. Spraying to be completed in July 2021.
E3.1.2.2	Partner with other government agencies to manage Macao Paper Wasps	√	√	Ongoing - additional funding confirmed for 2021/22.
E3.1.2.3	Continue a program for the management of feral cats, rats and chickens	√	√	Ongoing. Budget considerations to include subsidisation of Vet visit.
E3.1.2.4	Commit to an ongoing program to control excessive undergrowth in high use community areas, including de-nutting	√	√	Shire Parks and Gardens team conduct adhoc control measures. A program to be developed.
E3.1.2.5	Investigate fogging for mosquito control in high use community areas	√	√	Carried out mosquito fogging on Direction Island May 2021 and conducted trial for wasp control measures.

3-Objective 3 Promote Responsible and Sustainable Waste Management

Strategy Reference	Action	20/21	Ongoing	Jun-21
E3.1.3.1	Promote community education, awareness and participation in the “Reduce, Reuse, Recycle” programs	√	√	Program to be reinvigorated in 2021/22.
E3.1.3.2	Update the Shire’s Towards Zero waste strategy and include an implementation program	√	-	At the June Ordinary Council Meeting, Council resolved for the CEO to establish a Waste Action Group and draft a revised Waste Management Strategy. Resourcing to be put in place in 2021/22.
E3.1.3.3	Work with Government agencies and the private sector to ensure the ongoing removal of nominated legacy waste streams from the Islands	√	√	Regular discussions occur with both IOTA and the Department of Defence.
E3.1.3.4	Investigate options for better fuel efficiency from the incinerator (e.g. cardboard as an alternative fuel source)	√	-	Cardboard compactor in place. Cardboard bricks used in incinerator.
E3.1.3.5	Promote alternatives to plastic water bottles (e.g. install water bubblers) with a view to banning the importation of single-use plastic water bottles	5,000	-	Review of program to commence in 2021/22.
E3.1.3.6	Promote alternatives to plastic crockery and cutlery (e.g. install commercial dishwasher in Cyclone Shelter) with a view to banning the importation of single-use plastic ware and straws.	5,000	-	WA Plan for Plastics to be mandated at the end of 2021. Community education and awareness will be undertaken in August/September 2021.
E3.1.3.7	Host an International recycling convention to showcase our practices and encourage dialogue on best practice	10,000	-	Not commenced.

Key Result Area 3**Environment**

Theme: Preserve the Islands' environment & ensure future development is sympathetic to the Islands environment

Value: To advance Cocos whilst keeping its island character

3-Objective 4**Support and encourage renewable energy initiatives**

Strategy Reference	Action	20/21	Ongoing	Jun-21
E3.1.4.1	Show leadership by implementing green energy solutions (e.g. solar panels, LED) in all Shire facilities	35,000	√	Ongoing.
E3.1.4.2	Encourage and support other infrastructure providers to implement green energy solutions	√	√	Ongoing.
E3.1.4.3	Investigate the potential for residential solar programs (e.g. solar buy-back schemes)	20,000	√	No commenced.

Key Result Area 4 Civic Leadership**Theme:** An informed Council working with others to advance our Islands**Value:** Lead in making things happen.**4-Objective 1 Attract & retain quality staff and elected members.**

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.1.1	Continue to provide resources to maintain and upgrade staff facilities to create a safe and fit for purpose.	50,000	√	Administration building refurbishment commenced in 2021.
CL4.1.1.2	Develop and implement a plan for staff and elected member engagement in professional development.	125,000	√	Ongoing training is provided to staff and Elected Members.
CL4.1.1.3	Ensure staff are remunerated adequately to manage staff turnover.	√	√	Ongoing.
CL4.1.1.4	Organisational Culture – foster and encourage an organisational culture that is positive professional and customer focussed.	√	√	Customer Charter completed. Values in place and continue to be a focus.
CL4.1.1.5	Develop a staff and elected member recognition policy and program.	10,000	√	Not yet commenced.

4-Objective 2 Provide quality information for Council decision-making.

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.2.1	Develop and implement a community and stakeholder engagement framework	√	√	Framework in place, ongoing implementation.
CL4.1.2.2	Provide accurate and timely reports to Council that considers legislative, strategic and financial implications	√	√	Ongoing.

Key Result Area 4 **Civic Leadership**

Theme: An informed Council working with others to advance our Islands

Value: Lead in making things happen.

4-Objective 3 **Foster and maintain a collaborative working relationship with the Commonwealth**

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.3.1	Provide constructive input into the Service Delivery Arrangements	√	√	Ongoing.
CL4.1.3.2	Maintain regular and constructive communication with the Administrator of the Indian Ocean Territories and Departmental staff	√	√	Regular meetings are held with Commonwealth stakeholders.

4-Objective 4 **Ensure efficient and effective management of the organization and financial resources.**

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.4.1	Appropriate management of Shire reserve funds	√	√	Ongoing.
CL4.1.4.2	Ensure all financial management is in accordance with legislative requirements	√	√	Ongoing.
CL4.1.4.3	Maximise grant funding opportunities	√	√	BBRF application submitted awaiting outcome.
CL4.1.4.4	Conduct a review of procurement processes	√	√	Completed.
CL4.1.4.5	Implement the Synergysoft purchasing module	√	√	Completed.
CL4.1.4.6	Implement new records management system	30,000	-	Under consideration in the context of new high speed internet.
CL4.1.4.7	Develop a Disaster Recovery Plan that addresses Business Continuity	20,000	-	To be completed in 2021/22.

Key Result Area 4 **Civic Leadership**

Theme: An informed Council working with others to advance our Islands

Value: Lead in making things happen.

4-Objective 5 **Implement a proactive and strategic approach to planning**

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.5.1	Develop and implement a sound asset management framework for all classes of assets	√	√	Asset pickup has commenced, Asset Management Plans to be drafted.
CL4.1.5.2	Review and update the Long Term Financial Plan	√	√	In progress, to be completed by 30 June 2022.
CL4.1.5.3	Develop masterplans for Home Island and West Island. Implement initiatives.	400,000	√	Masterplans to be reviewed with the review of the SCP.
CL4.1.5.4	Develop and implement a Risk Management Framework	10,000	√	In progress, to be completed and presented to Council by December 2021.
CL4.1.5.5	Develop and implement property management procedures and processes	√	√	Ongoing.
CL4.1.5.6	Conduct an annual review of the Plant Replacement Program	√	√	Review complete for 2020/21.

4-Objective 6 **Provide a professional interface with the community and stakeholders**

Strategy Reference	Action	20/21	Ongoing	Jun-21
CL4.1.6.1	Develop and implement a customer service charter	√	√	Complete.
CL4.1.6.2	Review and implement the Code of Conduct	√	√	Code of Conduct for Council Members, Committee Members and Candidates was reviewed and adopted in March 2021.