

DRAFT STRATEGIC COMMUNITY PLAN

2022-2037



SHIRE OF
COCOS
KEELING ISLANDS




THANK YOU

This document has been prepared with the support of many people from our wonderfully diverse community.
We wish to acknowledge the Cocos Keeling Islands community for your contribution.



SHIRE OF
COCOS
KEELING ISLANDS

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FROM THE CHIEF EXECUTIVE OFFICER

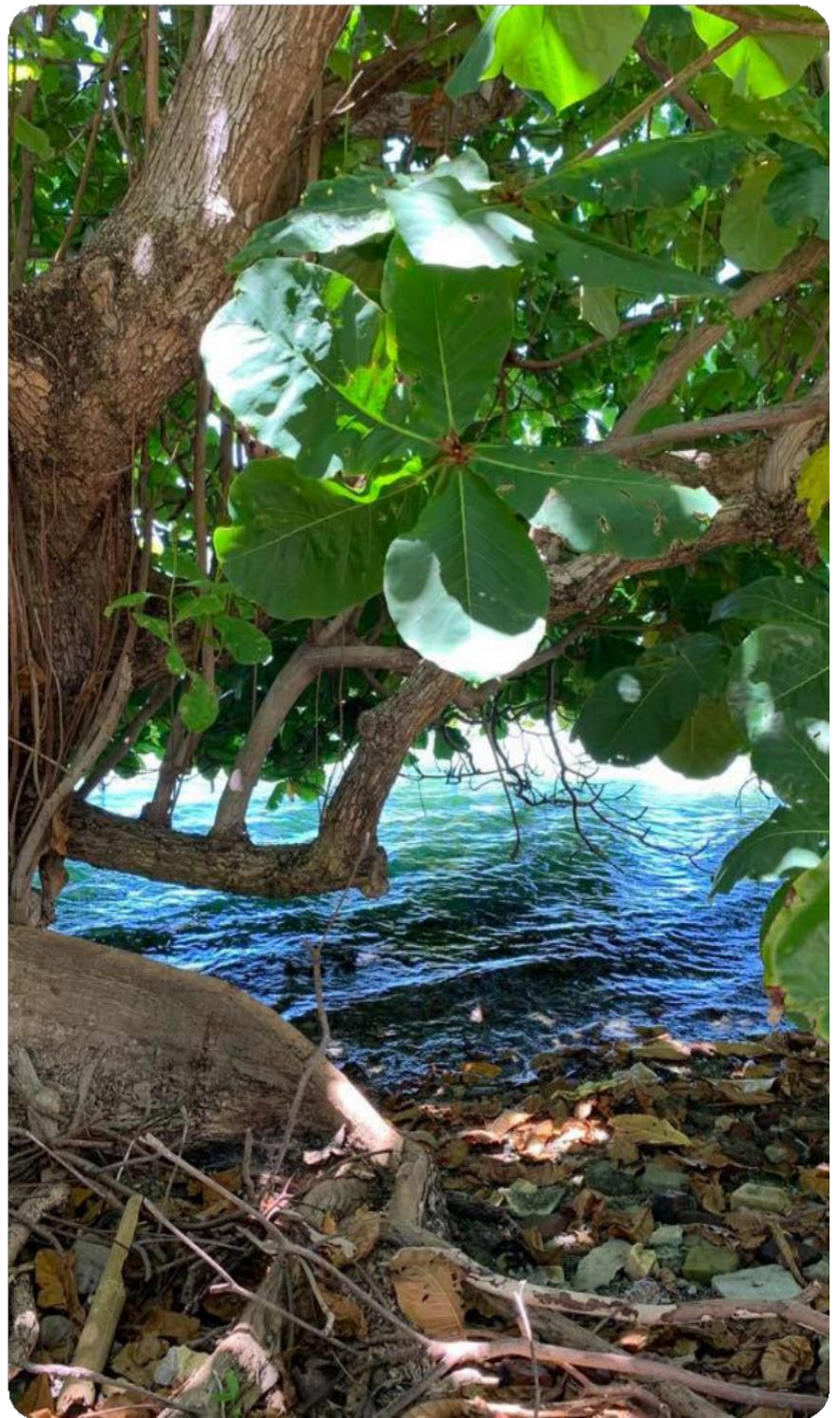
As the Chief Executive Officer for the Shire of Cocos (Keeling) Islands it is my responsibility to ensure the Shire meets its legislative requirements and develop a suite of plans, one of which is this Strategic Community Plan.

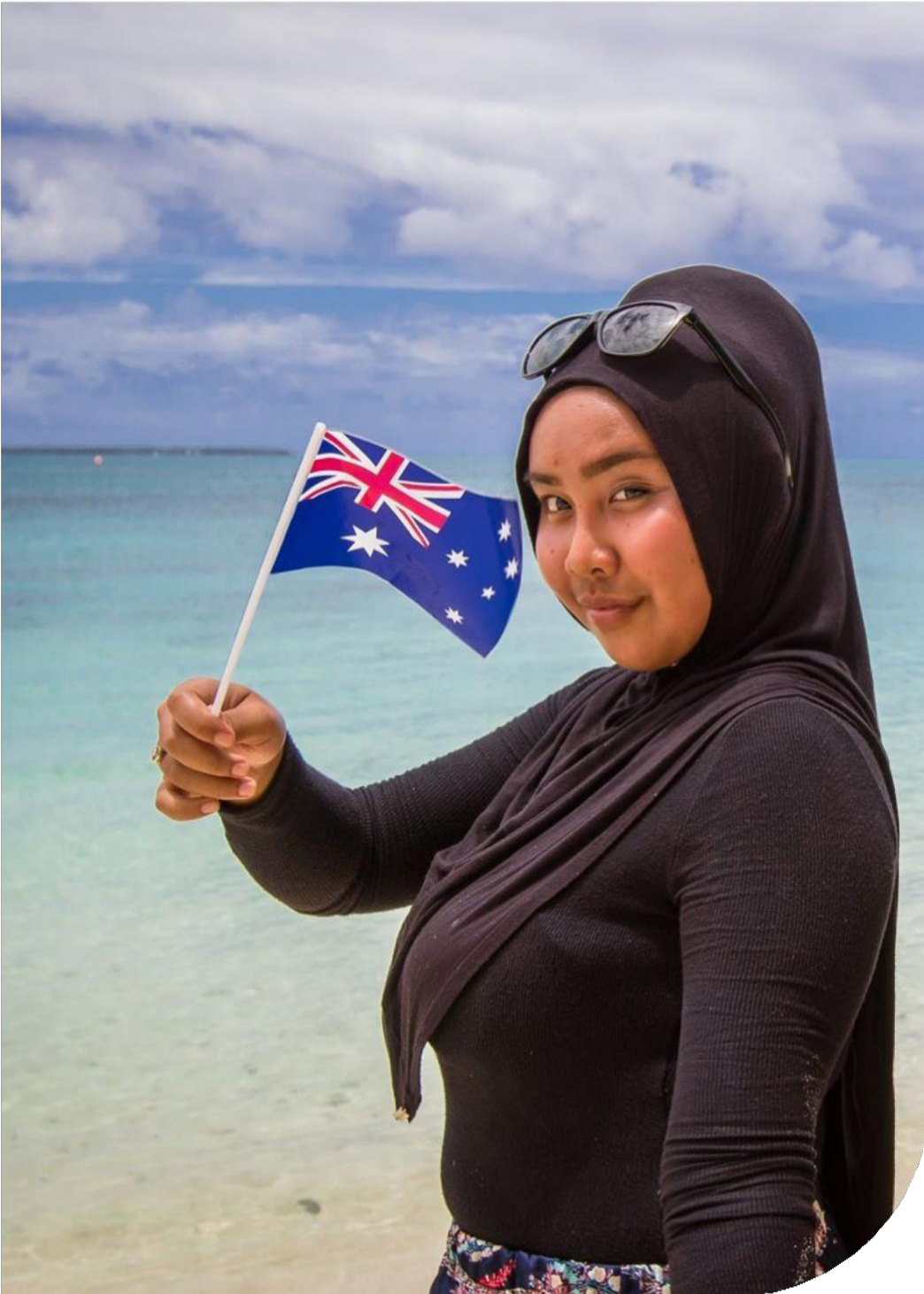
Much of the development of this plan occurred in the early months of 2022 with community consultations on both Home and West Island so I thank the community for your involvement. A characteristic of developing long term plans such as this one, is that beyond the near future, a lot of planning becomes problematic as circumstances change so rapidly in remote locations such as the Cocos (Keeling) Islands.

With that in mind and aligning this plan with others being developed, you as the community have taken considerable ownership of the contents and direction of the plan which is a great outcome in itself. This plan is the overarching driver of the development of the 2022 - 2026 Corporate Business Plan, the 2022 - 2037 Workforce Plan the 2022 - 2037 Long Term Financial Plan, the 2022 - 2037 Asset Management Plan, annual budgets and other associated documents.

This plan also provides the narrative for the Chief Executive Officer and Elected Members of the Shire of Cocos (Keeling) Islands. It is imperative that in turn, continuity and unity of leadership is shown to drive community vision, goals and aspirations.

With the future and balance of the Cocos (Keeling) Islands in mind, challenging the ways of the past and building new capacities that focus on "whole of community" inclusion are quintessential to this plan being successful. In line with other plans developed in 2022, this plan will be reviewed at least annually in time for the forthcoming financial year.





INTRODUCTION

STRATEGIC COMMUNITY PLAN

Our Strategic Community Plan 2022-2037 (SCP) is the Shire's most significant planning document. It sets our aspirations, goals and objectives we would like to achieve to service and support the community.

The Shire will play a leadership role in working towards achieving our community's aspirations. In doing so we identify services and facilities that we provide and will be primarily responsible for.

Where it is not within the Shire's remit to provide certain services, projects or programs, we will partner with, advocate for, or support others including Australian and State Government agencies, businesses, developers, the not-for-profit sector and our wonderful community groups to achieve the desired future set out in this SCP.

We will do this using this common framework for action.

The SCP will drive our planning, budgeting, resource allocation and service delivery over the next decade, in order to focus our efforts and align our activities to achieve the community's vision.



The SCP is the result of engagement with the community, described in more detail in 'The Strategic Community Plan' section.

Through the engagement, we received an abundance of rich feedback from all areas of our community, which has helped paint a picture of how our community wants to experience life on-island in the decade ahead.

That in turn has enabled us to think about the leadership, contribution and commitment that we can make to help achieve the community's vision for the future.

The SCP has a lifespan of 10 years and is regularly reviewed.

The Shire has prepared two supporting documents - a 'One Year Plan' and a 'Four Year Plan'. These documents detail key short term CKI projects and actions, including those which are outside the Shire's remit and that it will work with others on. The SCP should be read in conjunction with these key supporting documents.

INTEGRATED PLANNING FRAMEWORK

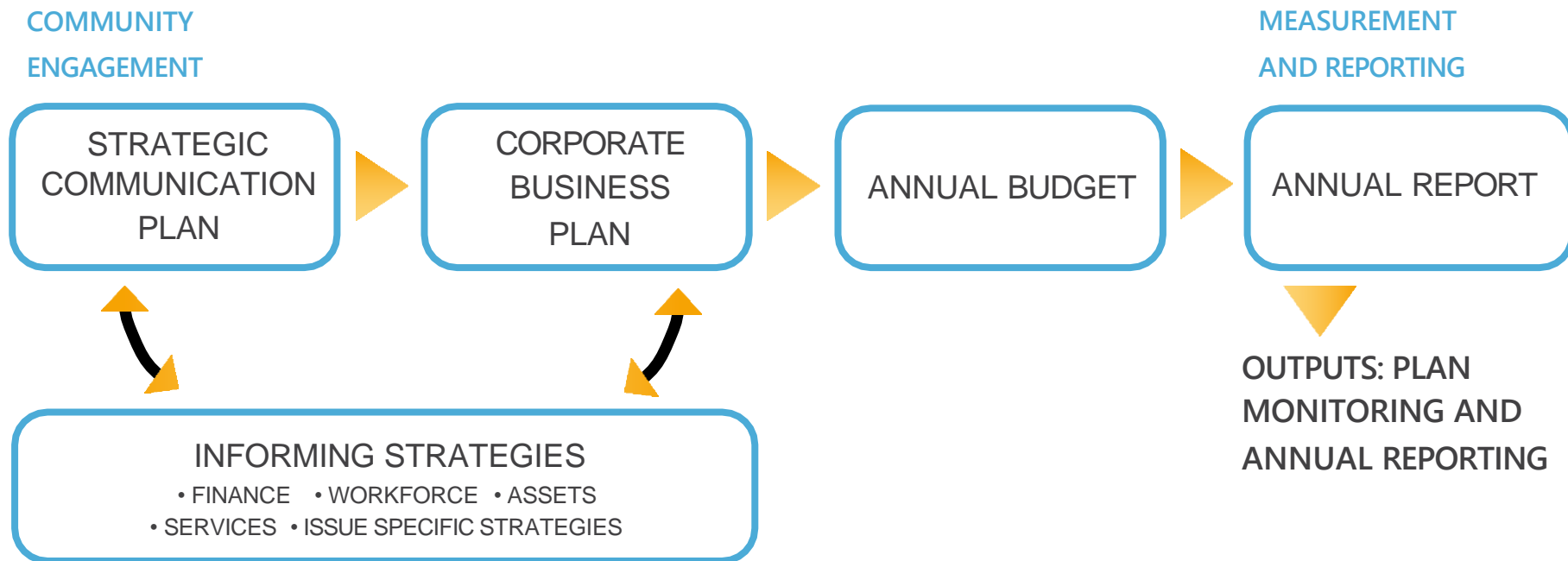
The Cocos (Keeling) Islands Act 1955 (the CKI Act) provides the legislative basis for the territory's administrative, legislative and judicial system. The CKI Act applies Western Australian (WA) laws on CKI, including the WA Local Government Act 1995.

Under S5.56 (1) of the WA Local Government Act 1995, all local governments are required to prepare a plan for the future.

The minimum requirements of the plan for the future are the development of a Strategic Community Plan and Corporate Business Plan.

These documents are delivered as part of an Integrated Planning and Reporting (IPR) Framework to ensure effective delivery of the local government's strategic intentions – clearly linked to the community's aspirations for the future. The IPR Framework is illustrated in Figure 1 below.

Figure 1: Element of the Integrated Planning Framework (Source: DLGSC)





REVIEW SCHEDULE

It is important to note that the Strategic Community Plan, while being strategically important in guiding us over the next ten years, will not remain static.

As we continue to deliver on the outcomes and actions of this SCP, we will maintain an open and transparent dialogue with the community, to stay in step with community expectations.

In alignment with the annual review of our Corporate Business Plan, we will undertake a desktop review of this Plan annually, to ensure the outcomes and actions remain relevant and assess how well we have delivered in our commitments.

A complete review of this SCP will be undertaken every four years, involving further engagement with the community. Our annual desktop reviews will help us track our progress and refine our focus to ensure the size and scope of the next four-yearly review appropriately responds to any changes in community aspiration and expectation.

This will support us providing you with leadership that is alert and responsive to our community’s needs.

Document	Review Frequency
Strategic Community Plan	A minor (desktop) review of the Plan is required every year.
	A major review of the Plan is required at least once every 4 years. This includes comprehensive consultation with the community.
Corporate Business Plan	Every year



HOW THE PLAN IS USED

The Strategic Community Plan sets the vision and goals for the Shire of Cocos Keeling Islands for the next 10 years. It helps us understand the community's priorities and where the focus should be for future projects, initiatives and action.

We will use the SCP to:

- Define clear priorities, processes and short and long-term plans
- Prioritise budget and resource allocations
- Direct land use, infrastructure, services and asset management, operations and planning
- Inform other strategies and plans.

Where the Shire is not the decision maker or provider of the above, we will advocate for this to be accordance with the direction of the SCP (wherever possible). The Shire's supporting 'One Year Plan' and 'Four Year Plan' should be read for these projects.

Based on community feedback, the SCP identifies five key aspirations which are the basis for the 20 objectives. These aspirations are:



ENVIRONMENTAL



CULTURAL



SOCIAL



LEADERSHIP



ECONOMIC



Projects, initiatives and actions will be assessed against the 20 objectives to ensure that they meet the vision and aspirations of the Shire and community.

The 20 objectives remain broad to ensure we can be flexible and responsive to changing circumstances and funding available, while still achieving outcomes for the community. This approach also allows for innovative ideas to be considered over its lifespan.

MEASURING OUR PROGRESS

The Strategic Community Plan includes an Implementation Plan which reflects the objectives in the order of community priority and also recognises that some objectives require a longer-term approach. Priorities are short term, medium term or longer-term.

The SCP will be supported by a working plan for the Shire which details the projects, initiatives and actions undertaken, categorised into the SCP objectives. This will enable us to understand when objectives are being met and when they are not.



OUR COMMUNITY

The Shire of Cocos Keeling Islands is a unique and diverse place, located in the Indian Ocean, approximately 2,950 kilometres north-west of Perth, Western Australia, 900 kilometres south south-west of Christmas Island and 1,270 kilometres south-west of Jakarta, Indonesia (see Figure 2).

The municipality of the Shire encompasses all of the Territory of the Cocos (Keeling) Islands. The islands are an external Australian Territory.

The two inhabited islands are Home Island, the home of the Cocos Malay community and the Shire Office, and West Island on which is located the airport, Government offices, the homes of most Government and contracted employees, and some private residences. Home Island and West Island make up an area of 7.18 square kilometres.

The two inhabited islands form part of a group of 26 low lying islands in the south atolls with a total area of approximately 14 square kilometres and a coastline of 26 kilometres, and a single island, North Keeling Island, 27 kilometres to the north.

There is a regular ferry service between Home Island and West Island daily and twice weekly to Direction Island.

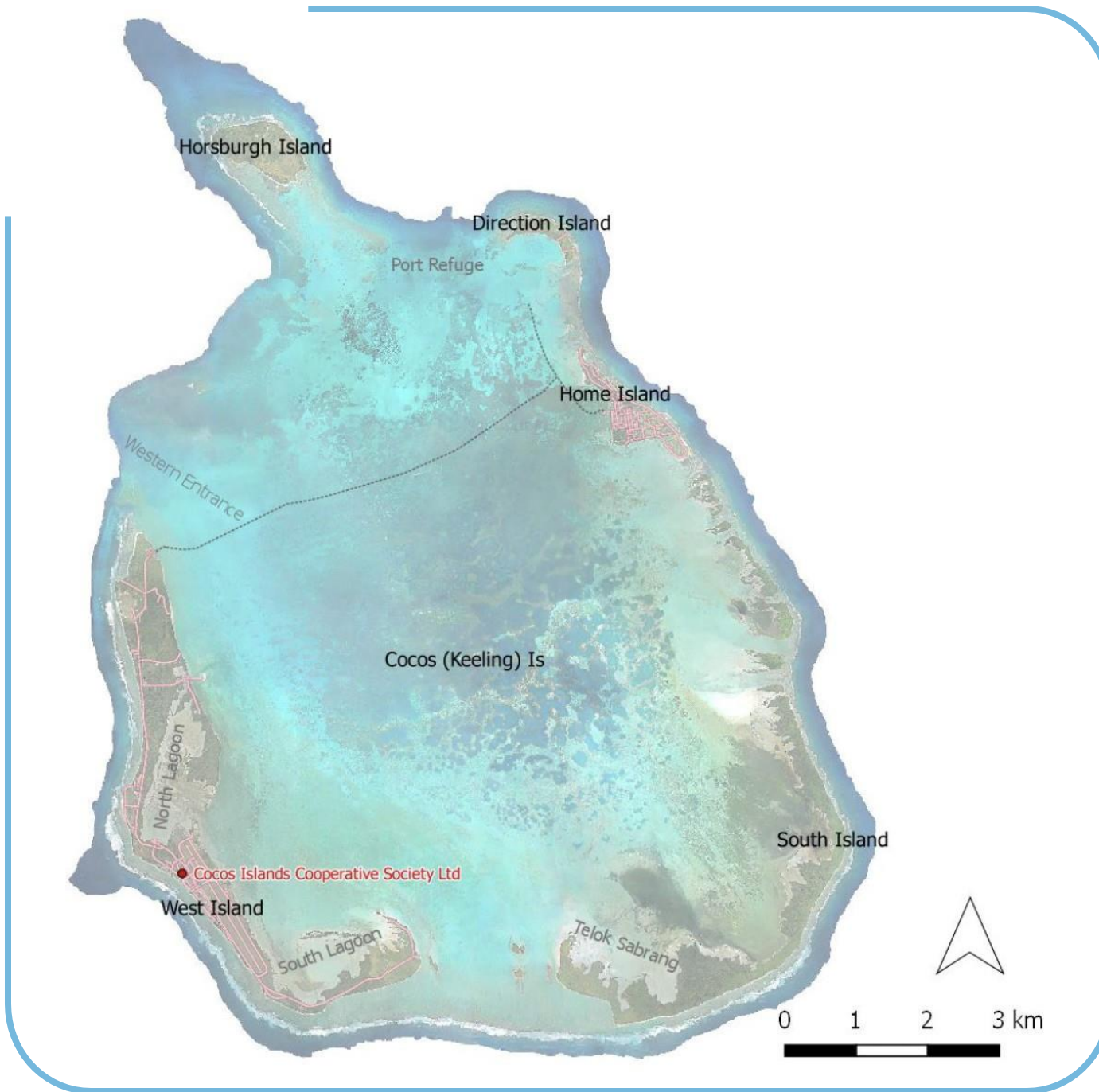


Figure 2: Cocos Keeling Islands

(Source: adapted from RHDHV Coastal Vulnerability Assessment Technical Note, March 2021)



OUR PEOPLE

- 544 people - 404 on Home Island, 140 on West Island
- Median age: 42 years
- Median weekly household income: \$1,859
- Most common ancestries: Malay 16.6%, Australian 15.5%, Indonesian 14.3%, English 9.3% and Javanese 5.6%
- Most common country of birth: Australia 82.5%
- Languages: Cocos Malay and English
- Religions: Islam 75%, Anglican 3.5%, Catholic 1.5% - 13.4% identified as having no religion



OUR COMMUNITY

- Community groups: 22
- Sporting clubs: Seven (included in the community groups)
- Employment: 237 people
- Largest industry sector: Labourers (16.9% of total output)
- Largest industry employer: Local Government Administration (15% of total jobs)
- 48.7% of the community are engaged in voluntary work
- Seven CKI community events
- Two sports coaching events



OUR BUSINESS

- One fundraising event per month
- Monthly market days
- Annual mid-year ball
- Annual Show on the Go event
- Annual Clean up Australia Day event
- ~16 Youth events per school holiday period
- ~Two After school program events per month
- Length of roads to manage: 22km
- Seven major community events: Australia Day, Anzac Day, Hari Raya, Act of Self Determination Day, RU OK Day, Christmas Tree



OUR PLACES

- Number of Dwellings: 105 on Home Island, 74 on West Island
- Libraries: One on Home Island & one on West Island
- Parks and reserves: Three on Home Island & six on West Island
- Educational Institutions: One on Home Island & one on West Island
- Mosques: Two on Home Island & one on West Island
- Public services: One Police Station and Fire Stations on Home Island and on West Island

References: ABS 2016 Census, Department of Infrastructure, Transport, Regional Development, Communication and the Arts, Shire of Cocos Keeling Islands 2022



OUR BACKGROUND

The Cocos Keeling Islands became an Australian Territory in 1955 with the Cocos (Keeling) Islands Act 1955 being the legislative basis for the administrative, judicial and legislative systems.

In 1984, the community of the Cocos Keeling Islands voted in favour of integration with Australia in a United Nations-sponsored Act of Self Determination. At this time, the Australian Government gave a commitment to the people of the Cocos Keeling Islands to respect their religious beliefs, traditions and culture. Originally governed locally by a community council, a seven-member Shire Council under Western Australian legislation was formed in 1992 to provide local governance.

Almost the entire population of Home Island is of Cocos Malay descent. The remaining population resides on West Island and is mainly of European descent.

Many of the current inhabitants of Home Island descend from the original families who were brought to the islands as coconut plantation workers from 1826 onwards. The Islands were isolated during much of their habitation and a unique culture and language has developed based on original Malay traditions and the Islamic religion.

The population of West Island comprises employees of various government departments, contractors and their families. They are usually on short term postings of between one and three years. However, there is a growing number of people basing themselves permanently on West Island and operating a range of small businesses.



OUR GOVERNANCE

The Shire is responsible for the provision of the following local government services to the islands:

- Building
- Community Libraries
- IOT Community Development Grants Programs
- Motor Vehicle Registry
- Town Planning
- Waste Management
- Youth Services
- Land Leases

State-type services are provided on-island through:

- Service Delivery Arrangements (SDAs) between the Australian Government and Western Australian State Government agencies
- Direct administration by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)
- Contractual arrangements with other organisations

Through the Indian Ocean Territories Administration, DITRDCA delivers services such as:

- Electricity through the Indian Ocean Territories Power Services
- Medical services through the Indian Ocean Territories Health Service (IOTHS)
- Staff and public housing
- Water and wastewater services (under contract to Western Australian State Government agency Water Corporation);
- Airport management (under contract to Toll Remote Logistics)
- Port operations (under contract to Linx Stevedoring)
- Motor Vehicle Registry (operated by the Shire of Cocos Keeling Islands)

The IOTHS operates a clinic on both Home Island and West Island. A doctor, nurses, health workers and a community services officer reside on the islands.

Specialist services are not usually available on islands. Some specialists, for example dentists and paediatricians, visit on a regular basis. If a person needs medical attention which cannot be provided locally, appointments may be arranged for residents to travel to Christmas Island or Perth as required. If an emergency is beyond the capacity of local resources the doctor may recommend evacuation to Perth.

The Australian Federal Police (AFP) provides community policing services to the islands. In addition to normal police functions, the AFP carries out other duties such as immigration, processing aircraft, visiting ships and yachts, and coordinating emergency operations.





ENGAGEMENT - THE PROCESS

Through this engagement campaign we wanted to reach far and deep into our community to understand our community's dreams and desires for the future, so that we could then define the role we can play in making the community's vision a reality.

Above all else, we wanted engagement to be inclusive, transparent and collaborative, with the following goals in mind:

- The community feels heard
- Engagement is accessible to all members of the community, including all demographics, and culturally and linguistically diverse members
- Clearly communicate the roles of the Strategic Community Plan and the roles and responsibilities of the Shire of Cocos Keeling Islands
- Explain the Shire's roles and its capacity to respond to service provision on-island
- Clearly communicate the limitations of what Council can control, and also what it can advocate for
- Start the conversation about the Cocos (Keeling) Islands Land Trust 1984, which the Shire is the trustee of
- Partner with the community to deliver on its aspirations
- Demonstrate a commitment to people living with a disability and deliver a plan that shows they are appreciated and work towards providing an environment where they can make a valuable contribution

Figure 3: The Engagement Process

APRIL 2022

Project launch letter and survey, website and video launch, social and traditional media, commencement of stakeholder meetings



MAY 2022

Community engagement - on-island engagement comprising community group meetings, drop-in sessions, two workshops, informal catch ups, ferry terminal 'idea station'



JUNE - JULY 2022

Review of community engagement outcomes and development of Strategic Community Plan

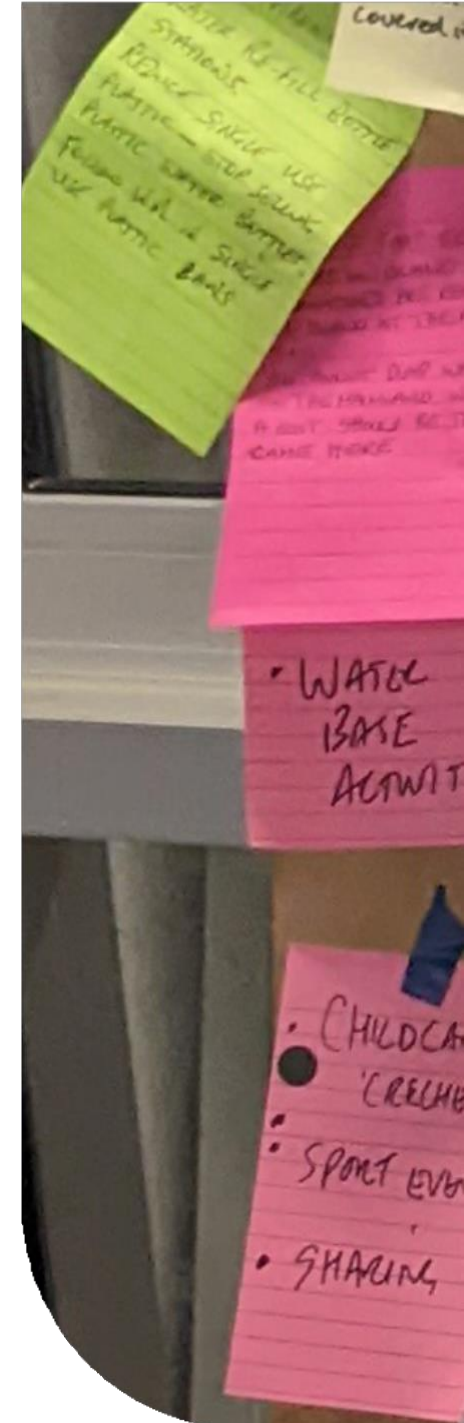


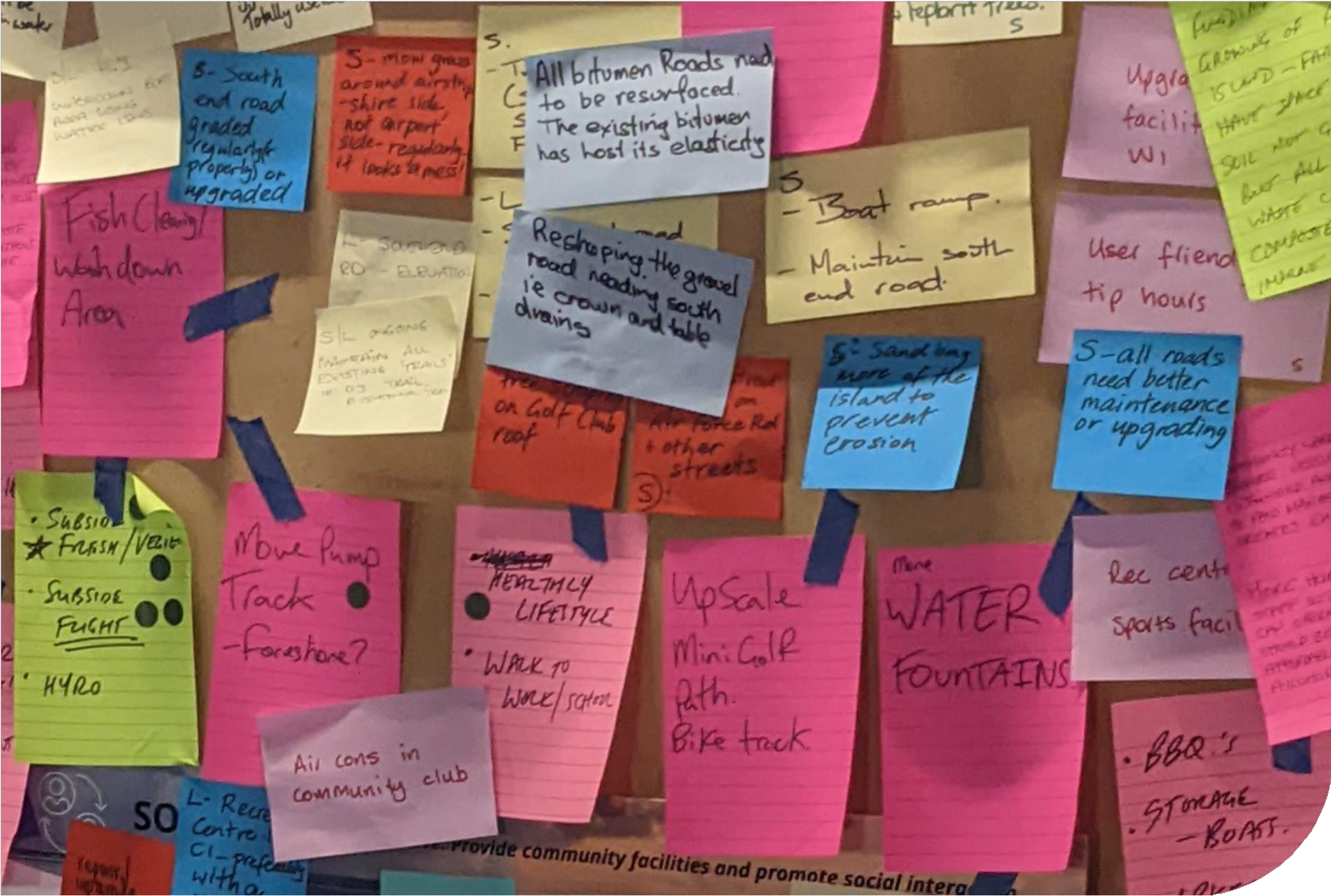
HOW WE ENGAGED

We sought ideas and feedback from the community to understand what their vision for the future was. Communications were in English and Cocos Malay.

Feedback was gathered from:

<u>179</u>	Project launch letters to each household, with a copy of the project survey in both English and Cocos Malay attached	<u>6</u>	Meetings with community groups, including the Home Island Seniors Group
<u>1</u>	Shire website project news (Major Projects section)	<u>3</u>	Drop-In sessions at the Cocos Club
<u>5</u>	Social media announcements and updates	<u>2</u>	Workshops (one on Home Island, one on West Island)
<u>76</u>	Unique users visited the project website (where people could read about the project, watch the launch video, read the Frequently Asked Questions, take the survey and register their interest to be involved in the on-island engagement activities between 20 and 27 May 2022)	<u>14</u>	Informal catch ups
		<u>14</u>	Meetings (nine on-island, five on the mainland)
		<u>8</u>	Ideas with multiple votes for each at the Home Island ferry terminal display
<u>7</u>	Completed surveys	+	Posters displayed around both islands





CONFIRMATION OF IDEAS

From the ideas and feedback received, the following five Aspirations were identified:



ENVIRONMENTAL

"The Cocos Keeling Islands is an aquatic paradise – it is clean, sustainable and environmentally friendly, and it protects a unique marine environment."



CULTURAL

"The Cocos Keeling Islands is user friendly, a happy place, and culturally integrated."



SOCIAL

"The Cocos Keeling Islands has high liveability and is full of happy and friendly people with great services and facilities."



LEADERSHIP

"The Cocos Keeling Islands is inclusive – the community works well together, is well informed, and involved in collective planning for our future."



ECONOMIC

"The Cocos Keeling Islands is well and thoughtfully resourced, economically sound, well maintained – it is tourist and local friendly, and supported by businesses with great services."

These Five Aspirations shaped 20 Objectives, which represent strong expectations of the community. The most strongly voiced Objectives across the Five Aspirations are noted below:

- Environmental: Coastal erosion and inundation management
- Cultural: integration of the Home Island and West Island communities
- Social: Establishing good working relationships between groups which will assist with information sharing
- Leadership: The Shire's role (leadership, support or advocacy) with regards to information sharing, communication and consultation, event facilitation or hosting, community group support
- Economic: Local employment and succession planning

HOW THE FEEDBACK WILL BE USED

The feedback we received from the community and key stakeholders has been used to understand what the community prioritises, and the classification of objectives as short term, medium term and longer-term priorities.

The prioritisation of objectives will assist us in our decision-making process and to focus first on those things that the community is most passionate about.

Council's roles for each objective are described below. These are to:

- **Lead** - Council delivers a wide range of programs and services including waste management, libraries, maintenance of public spaces, recreation facilities and programs, youth services, special events and regulatory functions.
- **Partner** - Council builds strategic partnerships with Australian and State Government agencies, the private sector and a range of other stakeholders whose work will contribute to delivering the long-term goals outlined in this Strategic Community Plan.
- **Advocate** - When not in direct control or partnership, Council will give voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community.

Council will play a Partner or Advocacy role where the Shire is not the decision maker or provider of services, projects, initiatives or actions relating to the objectives – the Shire's supporting 'One Year Plan' and 'Four Year Plan' should be read in accordance with the SCP for focused short term actions.

Specific ideas, projects, and initiatives that we heard from the community will be used in our planning, development, and management of the Shire.





THE STRATEGIC COMMUNITY PLAN

OUR VISION

"In 2037, the Cocos Keeling Islands are an amazing, sustainable, environmentally friendly place to live, work and visit.

Our diverse population is culturally integrated, well-resourced and supported."



ENVIRONMENTAL

The community identified strong values associated with the natural habitat, especially the oceans, foreshores and swimming beaches, also expressing concern about coastal erosion and inundation impacts that the community has observed.

The community expressed concern about waste management and plastic waste disposal and suggested that opportunities for education and information sharing would assist in better understanding and appreciation of the environment and opportunities for sustainable practices.

The community was supportive of mechanisms that improve waste reduction and promote recycling, including the removal of waste from CKI.

“

Aspiration:

“The Cocos Keeling Islands
is an aquatic paradise – it
is clean, sustainable and
environmentally friendly,
and it protects a unique
marine
environment.”

”





ENVIRONMENTAL

Objective	Community Feedback	Council's Role
EN1: To prioritise the development of coastal management planning in partnership with the Australian Government and the WA State Government	The community noted increasing coastal hazard impacts and the increased use of sandbags to address this. They were also aware of the vulnerability assessment studies that have been done and are keen to see these completed and a comprehensive plan be prepared to manage the coastal risks and impacts	To partner with the Australian Government, the WA Department of Planning, Lands and Heritage on the development of the Cocos (Keeling) Islands Coastal Hazard Risk Management Adaptation Plan (CHRMAP)
EN2: To educate the community about sustainable and green practices in the home and community and relating to marine care	The community suggested opportunities to share information and knowledge about sustainable practices through workshops, programs and demonstration projects. As a priority, the community wanted to see a focus on plastic waste disposal	To partner with State Government agencies like the Department of Water and Environmental Regulation on environment education programs on-island, and continue to support organisations such as the Cocos Marine Care Group
EN3: To support minimisation of waste and promote reuse and recycling behaviours	The community was very concerned about plastic waste disposal on beaches and the limited opening hours of the waste facility – they would like more recycling opportunities and tip access	To advocate to the Australian Government for opportunities for removal of waste from the island. To lead the development of opportunities for reuse and recycling throughout the Shire through education, community and information sharing, and to investigate extending opening hours at the tip
EN4: To support and encourage revegetation	The community was very supportive of planting of natural and native vegetation on both islands – they also suggested that this objective be used as part of the coastal hazard management approach for EN1	To lead opportunities to increase vegetation cover through the Shire and to lead the growth of selected native species that will form a part of the EN1 objective at the Shire nursery



CULTURAL

The community expressed pride about the heritage, culture and diversity of the islands and voiced a desire for greater recognition, appreciation and understanding of the Cocos Keeling Islands history through education, oral storytelling, and shared cultural activities.

The community want to see the integration of the Home Island and West Island communities through shared sporting, social and cultural events and through combined community and leadership groups.

There was support for greater understanding and respect of the Cocos Malay community Elders and involvement in decision making that impacts their community.

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Aspiration:

“The Cocos Keeling Islands is user friendly, a happy place, and culturally integrated.”

”

Objective	Community Feedback	Council's Role
C1: To support the community to improve understanding and celebration of the Cocos Malay history and culture	The community suggested that they would like to see greater recognition, appreciation and understanding of the history, heritage and culture through education, oral storytelling and shared cultural activities	To partner with cultural community groups and schools to develop events and programs that improve our understanding and shared knowledge of the Cocos Malay history and culture
C2: To support the integration of the Home Island and West Island communities	The community expressed a desire to have integrated events, programs and activities, and to function as an integrated community. They raised concern about the separation of events, activities and groups as contributing to the continued lack of integration	To partner on the development of integrated programs and safe spaces for events, activities and groups to enable better integration and a collaborative community – this partners well with C1 and a number of other objectives
C3: To initiate conversations with the community about the future of the land trusts	The community was invited to discuss the future of the land trusts. Responses from community members were diverse and varied, including giving the land back to Kampong residents, permanent ownership, rent to buy options and the initiation of more detailed Land Trust conversations	To lead engagement on and conversations about the Cocos (Keeling) Islands land trust deeds with the community to establish the future of the trusts operations and functioning



SOCIAL

The community identified the importance of creating a happy place to live and do business, and acknowledged its role in community groups and volunteering.

The community greatly value the community events and festivals that encourage togetherness, cultural integration and sharing, and were very keen to see this be further developed and promoted.

The community welcome the opportunity to be either involved in decision making processes or informed about these with the opportunity to contribute, to ensure their values and views are truly represented.

“

Aspiration:

“The Cocos Keeling Islands has high liveability and is full of happy and friendly people with great services and facilities.”

”

Objective	Community Feedback	Council's Role
S1: To provide services for the physical and mental health and wellbeing of our community	The community want to see improved access and resources to health services and activities that suited different members of the diverse community, including sporting and fitness, water-based activities, activities for the elderly	To partner with our community to prioritise the services and facilities they would like to see and to advocate for our community by working with the Department of Local Government, Sport and Cultural Industries to investigate opportunities for these services To lead the development of a Disability and Inclusion Plan.
S2: To establish good working relationships between groups and improve communication with the community	The community expressed concern about not being aware of what was happening or being planned for on-island and were keen to see information being shared more regularly through media and social media conversations, and open and frank dialogue	To lead the establishment and running of a leadership group to facilitate the sharing of information about projects, planning, events and coordination opportunities, and to continue to share information with the community via traditional and social media
S3: To provide access to services, support and activities for young people	The community are supportive of educational and social opportunities for young people - they would like to see these continued and promoted, particularly in the training space	To partner with organisations and advocate for the development and roll out of services, spaces, programs and/or events for our young people
S4: To support and encourage community events that bring us together	The community are supportive of recreation, arts, creativity, cultural and food events that bring the community together	To lead the coordination and implementation of major integrated community events, and to partner with and sponsor more local community group events through grant funding, lease of hire spaces, and promotion of events



LEADERSHIP

The community voiced appreciation for many of the projects, programs, and initiatives the Shire has been undertaking, but would like to see more of its leaders.

Concern was expressed about not being aware or informed of things happening and planning underway for the islands.

The community suggested the Shire narrow and prioritise what it focuses on, and in particular ensure maintenance of existing assets.



Aspiration:

"The Cocos Keeling Islands is inclusive – the community works well together, is well informed, and involved in collective planning for our future.



Objective	Community Feedback	Council's Role
L1: To be involved, respectful and inclusive and to facilitate diversity and representation within the decision-making process	The community want to see greater Councillor presence at events, more focus on the things that are important to the community and better involvement of the community in developing plans using appropriate communication methods	To lead by example in our role at the Shire, to be involved, respectful and inclusive, and to seek feedback from the community in formal and informal ways to make sure the community is centred in decision making
L2: To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community	The community wanted greater access and understanding of the grants and funding available to them and to ensure value for money through budget expenditure on asset maintenance prior to investment in new projects and facilities	To lead and partner with our community on efficient use of available funding, prioritised spending on maintenance or upgrade of existing assets, and to be transparent and open in our reporting to ensure accountability
L3: To understand the implications of the Australian Government runway project and other Australian Government projects	The community was aware of the runway project but wanted to understand what this would mean for them and how they would be impacted	To advocate to the Australian Government to share more about all projects currently being considered for CKI and the impacts they may have on the CKI community



ECONOMIC

The community recognised the importance of education and training including through schools, Shire sponsored programs and apprenticeships, to help support the local economy and opportunities for employment.

The community identified that there is a need for local businesses to be supported, with accommodation shortages and business and tourism concerns needing to be addressed.

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Aspiration:

“The Cocos Keeling Islands is well and thoughtfully resourced, economically sound, well maintained – it is tourist and local friendly, and supported by businesses with great services.”

”

Objective	Community Feedback	Council's Role
E1: To advocate for improved youth education and training and opportunities for local employment on-island	The community were concerned about the lack of opportunities for youth and how this affected succession planning including educational opportunities around things like environmental management, and training opportunities relating to careers (for youth and other community members)	To advocate for the development of an approach for apprenticeships with local businesses and TAFE, and for extra resources and innovative approaches to alternative education avenues with the Department of Education, TAFE and other training providers on-island or on the Perth mainland
E2: To work alongside local businesses to facilitate employment, growth and development	The community were concerned with barriers impacting businesses and wanted to see support for local businesses including training/upskilling and education, encouraging extended trading hours, events and marketing	To partner with small businesses and with business related / training organisations like the Indian Ocean Group Training Association on growth and development opportunities including the Shire's Small Business Grants Program
E3: To advocate and support training opportunities that create pathways to employment	The community suggested having more options for training and upskilling for the community on-island, not just the youth	To advocate for and partner with the Department of Education, Department of Training and Workforce Development and local businesses on training opportunities and programs



ECONOMIC

Objective

Community Feedback

Council's Role

E4: To investigate opportunities for the provision of additional accommodation

The community were very keen for more accommodation to be provided on-island to support both local employment and low-impact tourism. They also wanted to see accommodation tailored to the ageing community on both islands

To **advocate to** the Department of Infrastructure, Transport, Regional Development, Communications and the Arts for the development of additional accommodation - both general and aged accommodation

E5: To encourage low-impact tourism

The community were supportive of improving economic stability on-island through low-impact tourism and support more accommodation (E4), tourist services (E2) and the development of Tokoh on Home Island as a tourism hub with a café and public amenities

To **advocate** for the development of tourism services in partnership with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and private landowners and proponents





IMPLEMENTATION

The Strategic Community Plan will guide and influence our planning and service delivery for the next 10 years. It provides the Shire with a clear understanding of what matters most to our community and guides the way in which we plan for the future and deliver services.

Achieving the identified Objectives will rely on the collective commitment and combined actions of the Shire, Australian and State Government agencies, residents, the business community and community groups.

Many different activities take place within our community to meet our day-to-day requirements. These roles are undertaken by the Shire, WA State Government, Australian Government, non-government agencies, individuals and groups in our community:

- Leader – takes full responsibility for delivering services
- Partner – delivers services or projects collaboratively and in partnership with other organisations
- Advocate – promotes the interests of the community to other decision-making organisations i.e. State and Australian Governments
- Funder – funds grants to deliver services or facilities
- Regulator – has statutory responsibilities to ensure compliant service delivery
- Facilitator – encourages others to be involved in activities by bringing interested parties together to progress identified issues
- Monitor – gathers information on activities and checks progress

ALIGNING THE PLAN WITH OTHER INITIATIVES

Aligning our long-term planning with the priorities of Australian and State Government and other relevant agencies, we will be able to build stronger partnerships, achieve greater coordination of decision-making and ensure efficient use of available resources.

We will monitor and review the progress of the Strategic Community Plan via the following:

CORPORATE BUSINESS PLAN

The Corporate Business Plan outlines in detail the projects, services, actions, operations and performance measurements required to deliver on the priorities identified in the SCP. It is reported on quarterly to Council and updated annually with a major review every four years.

ANNUAL REPORT

Each year the Shire produces an Annual Report in accordance with the Local Government Act 1995. The Annual Report aims to give an open and accountable insight into how the Shire has progressed towards achieving our vision and strategic objectives. Highlights include our main achievements and challenges, our financial performance and our key targets for the year ahead.

WORKFORCE PLAN

The Workforce Plan provides the framework for the development of the current Shire workforce and also the next generation of employees for the Shire. The Plan identifies the need for a strategic approach to Human Resource Management and the engagement of Human Resource staff. Intrinsic to the Plan is an annual review process to ensure targets and milestones are being met.

OTHER CONSIDERATIONS

THE COCOS (KEELING) ISLANDS LAND TRUSTS

The Shire is the trustee for:

- The 1979 Trust which is for the benefit, advancement and wellbeing of the community formed by Kampong residents
- The 1984 Trust which is for the benefit, advancement and wellbeing of Cocos Islanders residing on land owned by the former Cocos (Keeling) Islands Council.

The land trust deeds were established with the Australian Government transferring ownership of CKI land to the Shire for the benefit of Kampong Residents (the 1979 Trust) and the Cocos (Keeling) Island Community (the 1984 Trust).

In accordance with its continued role as Trustee, the Shire is commencing dialogue and engagement with the community about the future of the land trusts.

Any changes to the functioning of the land trusts will need to include consideration of the Strategic Community Plan aspirations and objectives, and whether specific actions need to be taken or adapted to respond.

As part of the SCP engagement, the community was asked what you thought the future of the land trusts should look like. Responses included giving the land back to Kampong residents, permanent ownership, rent to buy options and initiation of land trust conversations for what happens in the future.

It is clear that this is an important conversation that needs to happen and be explored thoroughly, and it forms one of the Cultural objectives (C3).





PRIORITY OBJECTIVES

The community shared priorities for the future during engagement - identifying ideas and suggestions that most reflected their expectations. These ideas and suggestions form the basis of the Strategic Community Plan Aspirations and Objectives.


The timeframe to action individual Objectives varies, with some requiring longer lead time and more sustained effort. These are represented as short, medium and long-term timeframes. For many Objectives, the timeframe to commence action will not be the same as the time it takes to achieve the outcomes.

The following pages indicate timeframes that may assist decision making over the coming years in alignment with the community's priorities.

Timeframe:  Short  Medium  Long

No.	Objective	Council Role	Timeframe
EN1	To prioritise the development of coastal management planning in partnership with the Australian Government and the WA State Government	To partner with these organisations to assist the development of the CHRMAP	
EN2	To educate the community about sustainable and green practices in the home and community and relating to marine care	To partner with State Government agencies on environment education programs and continue to support coastal care community groups	
EN3	To support minimisation of waste and promote reuse and re-cycling behaviours	To advocate to the Australian Government for opportunities for removal of waste from the island and to lead the development of opportunities for reuse and recycling	
EN4	To support and encourage revegetation	To lead opportunities to increase vegetation cover and the selection and growth of native species	
C1	To support the community to improve understanding and celebration of the Cocos Malay history and culture	To partner with cultural community groups and schools to develop events and programs that improve our understanding and shared knowledge of history and culture	
C2	To support the integration of the Home Island and West Island communities	To partner on the development of integrated programs and safe spaces for events, activities and groups for better integration	
C3	To initiate conversations with the community about the future of the land trusts	To lead engagement on and conversations about the Cocos (Keeling) Islands land trust deeds with the community	

Timeframe:  Short  Medium  Long

No.	Objective	Council Role	Timeframe
S1	To provide services for the physical and mental health and wellbeing of our community	To partner with our community to prioritise the services they would like to see and to advocate for these with the Department of Local Government, Sport and Cultural Industries	
S2	To establish good working relationships between groups and improve communication with the community	To lead the establishment and running of a leadership group and to continue to share information with the community via traditional and social media	
S3	To provide access to services, support and activities for young people	To partner with organisations and advocate for the development and roll out of services, support and activities for young people	
S4	To support and encourage community events that bring us together	To lead the coordination and implementation of major integrated community events and to partner with and sponsor more local community group events	
L1	To be involved, respectful and inclusive and to facilitate diversity and representation within the decision-making process	To lead by example and be involved, respectful and inclusive, and to seek community feedback to centre our community in decision making	 
L2	To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community	To lead and partner with our community on efficient use of funds, prioritised spending on maintenance or upgrade of assets, and to be transparent and open in our reporting	

Timeframe:  Short  Medium  Long

No.	Objective	Council Role	Timeframe
L3	To understand the implications of the Australian Government runway project and other Australian Government projects	To advocate to the Australian Government to share more about all projects being considered for CKI and the impacts they may have on our community	
E1	To advocate for improved youth education and training and opportunities for local employment on-island	To advocate for the development of an approach for apprenticeships with local businesses and TAFE, and for extra resources and approaches to alternative education avenues with training providers on-island or on the Perth mainland	
E2	To work alongside local businesses to facilitate employment, growth and development	To partner with small businesses and business related / training organisations on growth and development opportunities	
E3	To advocate and support training opportunities that create pathways to employment	To advocate for and partner with State Government agencies and organisations on training opportunities and programs	
E4	To investigate opportunities for the provision of additional accommodation	To advocate with the Australian Government to investigate opportunities for the development of additional accommodation	
E5	To encourage low-impact tourism	To advocate for the development of tourism services in partnership with the Australian Government, private landowners and proponents	

MEASURING OUR FUTURE SUCCESS

To understand how we are succeeding, a review of all projects will be undertaken and categorised against the Strategic Community Plan 2022-2032 objectives.

This table will be updated annually and should be read in conjunction with the Shire's Strategic Community Plan 2022 - 2032 Implementation Plan documentation.

Objective		Priority	Project/ Initiative/ Action	Cost (\$)	Date Completed	Evaluation of Objective
No.	Objective					





SHIRE OF
COCOS
KEELING **ISLANDS**