

ANNUAL WORK PLAN

JUNE 2023 – JULY 2024



SHIRE OF
COCOS
KEELING ISLANDS



A background image of a sunset over the ocean. The sky is filled with orange and yellow clouds, and the water is dark with white-capped waves. A white rectangular box with a thin border is positioned on the left side of the image, containing the text 'WHAT IS THE ANNUAL WORK PLAN?'.

WHAT IS THE **ANNUAL WORK PLAN?**

THE ANNUAL WORK PLAN has been developed as a tool to guide, inform, measure and track the day-to-day strategic activities of the Shire of Cocos (Keeling) Islands.

The Annual Work Plan is directly aligned with SoCKI's key strategic documents, namely:

1. Strategic Community Plan (2022 – 2037)
2. Corporate Business Plan (2022 – 2026)

Principally an internal document, the annual work plan has also been designed as a reporting tool which can be used to communicate Shire activities to Councillors, other agencies and members of the community.

It is a concise and specific plan that details the actions that will be taken over the 2023 – 2024 financial year.

Strategic Objective			Action	Timeframe	Status Dec 2023	Measure / Target	Socki's Role
EN1	To prioritise the development of coastal management planning in partnership with the Australian Government and the WA State Government	EN1.1	Create awareness around and encourage engagement and participation in the CHRMAP process	(2022-2023)		Community Survey with target of 100 responses (Q. Are you aware of the CHRMAP process and have you participated in the process?) Prior to December 2023.	To partner with these organisations to assist the development of the CHRMAP
		EN1.2	Communicate the updates, developments and plans associated with the Coastal Hazard Risk Management Adaption Plan (CHRMAP), ensuring they are communicated in 'easy-to-understand', straight-forward language. Ongoing reliance on DTRCA and WA Lands and Planning for advice.	(2022-2023)		4 x updates to 'The Atoll', social media, website "news section"	
EN2	To educate the community about sustainable and green practices in the home and community and relating to marine care	EN2.1	Collaborate with NFP marine debris organisations (e.g. Tangaroa Blue) and implement bi-annual beach clean ups	(2022-2023)		20+ members of the community participate in beach clean up (across HI and WI)	To partner with State Government agencies on environment education programs and continue to support coastal care community groups
		EN2.2	Continue to promote alternatives to plastic water bottles with the "Drink Tap Water" campaign. Local Law draft to be presented to Council after community consultation.	(2022-2023)		4 x updates to 'The Atoll', social media, website "news section"	
		EN2.3	Build community understanding and awareness around the 'WA Plan for Plastics' (mandated in January 2022)	(2022-2023)		4 x updates to 'The Atoll', social media, website "news section"	
		EN2.4	Collaborate with Parks Australia to provide increased community access to Pulu Keeling National Park. Revise Parks and Shire agreements and seek endorsement from Council.	(2022 - 2023)		2 x organised guided tours per annum of Pulu Keeling National Park	
EN3	To support minimisation of waste and promote reuse and re-cycling behaviours	EN3.1	To review and implement (where relevant) recommendations from the IOTS Waste Management Strategy and finalize CKI Shire Waste Management Strategy.	(2022-2023)		Relevant Waste Strategy Recommendations implemented and CKI Strategy complete.	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
		EN3.2	Work with Government agencies and the private sector to ensure the removal of legacy waste streams from the Islands. Seek Ministerial assistance for removal of Commonwealth legacy waste.	(2022-2023)		Highly visible / noticeable Commonwealth assets removed e.g.the bulldozer at Rumah Baru, ferry refuelling tank at Old Jetty	
		EN3.3	Investigate and implement options for a Community Clean Up Initiatives / Day (e.g., Clean up Australia Day) Expand on the adopt a Spot Program.	(2022 - 2023)		20+ members of the community participate in clean up (across HI and WI) 4 Adopt a spot Programs initiated	
EN4	To support and encourage revegetation	EN4.1	Collaborate with Parks Australia and other relevant agencies to investigate options for re-vegetation programs. Development and approval of the Vegetation Management Plan for CKI.	(2022 - 2023)		2 areas of land (one on HI, one on WI) revegetated Plan finalised and adopted.	To lead opportunities to increase vegetation cover and the selection and growth of native species
		EN4.2	Implement revegetation program at HI sports oval (once refurbishment is completed)	(2022-2023)		Planting complete	

STRATEGIC OBJECTIVE			ACTION	TIMEFRAME	STATUS DEC 2023	MEASURE / TARGET	SOCKI'S ROLE
C1	To support the community to improve understanding and celebration of the Cocos Malay history and culture	C1.1	Working with Museum WA, develop local capacity for heritage conservation via an Emerging Curator Program. Seek financial and in-kind support to provide ongoing training and support for local curators.	(2022 - 2023)		Local curator appointed Funding/in-kind support sourced	To partner with cultural community groups and schools to develop events and programs that improve our understanding and shared knowledge of history and culture
		C1.2	Working with Museum WA, support and encourage priority local heritage identified through Museum WA – Oral history and jukong restorations.	(2022-2023)		One heritage project identified (through nomination or other means e.g. competition) and supported	
		C1.3	Preserve the cultural and heritage significance of Pulu Gangsa through ongoing grounds maintenance. Families responsible for graves and tombstones.	(2022- 2023)		Grounds maintained, mowed lawn, scrub / weeds controlled, graves identifiable and visible	
		C1.4	Support the aims and values of Persatuan Pulu Kokos (PKPK). As per the recommendations of the Seniors Group the CIDHS should factor this into the school curriculum. Home Island Seniors Group to co-host regular cultural skills training for the community e.g. Dansa set, selong, Melengok, basket weaving, violin, drums, fishing, sewing kebaya/baskit, wood carvings etc.	(2022-2023)		2 x community culture training sessions per annum	
C2	To support the integration of the Home Island and West Island communities	C2.1	Support and advocate for existing events (including sport / community group activities) that encourage inter-island participation. Annual community event supporting integration and inter-island participation include – Australia Day, Act of Self Determination Day, RU Ok Day.	(2022 - 2023)		3 x events per annum	To partner on the development of integrated programs and safe spaces for events, activities, and groups for better integration
		C2.2	Encourage development of new events that have opportunities for both island communities to attend e.g. WI and HI yacht clubs co-hosting a catamaran competition. New initiatives such as Sculpture by the Sea, celebration of People with Disability.	(2022 - 2023)		1 x event per annum	
		C2.3	Inquire into the opportunity to increase the number of evening ferry services available on an as needs basis - to enable more inter-island movement (include, exploring the option for a ferry service on New Years Eve)	(2022 - 2023)		Provide the request and response from responsible agencies and communicate to community	
C3	To initiate conversations with the community about the future of the land trusts	C3.1	Arrange and facilitate community meeting focussed on land trusts. Civic Legal to carry out continued visits. Relevant to keep the Home Island community informed of the land Trust. Review of the Land Trust commenced in 2032.	(2022 - 2023)		1 x community meeting and subsequent follow up on 'action items' from the meeting	To lead engagement on and conversations about the Cocos (K) islands land trust deeds with the community

STRATEGIC OBJECTIVE			ACTION	TIMEFRAME	STATUS DEC 2023	MEASURE / TARGET	SOCKI'S ROLE
S1	To provide services for the physical and mental health and wellbeing of our community	S1.1	Coordinate 'RUOK Day' and explore other physical and mental health awareness building initiatives (e.g. "Movember", National Diabetes week) Volunteer Recognition Dinner held.	(2022 - 2023)		Assess 2022 RUOK Day feedback, determine future activations and plan for Year 2 (2023 - 2024)	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
		S1.2	Coordinate 'Australia Day' activities	(2022 - 2023)		Assess 2023 Australia Day feedback, and plan for 2024 event	
		S1.3	Establish a Leadership Forum (see S2.1) to determine service gaps and reach out to relevant agencies to address (where appropriate). Encourage greater inter agency communication to be more frequent and relevant.	(2022 - 2023)		Service gaps identified, and work commenced on addressing the need/s.	
		S1.4	Conduct audit on all Shire facilities, services and programs and ensure (where possible) universal accessibility applies – asset management plan finalized	(2022 - 2023)		Complete audit and address need/s (where appropriate). Complete asset management plan.	
		S1.5	Review Foreshore Activation Plan and implement (where appropriate). Activation of open spaces to be on going through various activities planned.	(2022 - 2023)		Plan completed	
S2	To establish good working relationships between groups and improve communication with the community	S2.1	CEO to Establish and run a 'Leadership Forum' where information sharing, collaboration, projects and planning are shared and discussed (members to include nominees from various community groups, IoT Admin, RDO etc.).	(2022 - 2023)		Nominees are appointed and regular meetings commence. Nominees to provide updates and progress as required.	To lead the establishment and running of a leadership group and to continue to share information with the community via traditional and social media
		S2.2	Communicate the updates, news, developments and plans discussed at Leadership Forums in 'The Atoll', social media, and on the "News" page of the Shire website	(2022 - 2023)		Updates to 'The Atoll', social media, website "news section" to coincide with meetings	
		S2.3	Work with community groups to overcome barriers in accessing grant funding, discuss options and provide appropriate assistance (if possible). Advertise current programs whereby the Shire provides annual community funding and support for community groups to access these. The Shire provides support to community groups in grant writing and advice to access external funding.	(2022 - 2023)		Increase number of grant applications for Cocos (K) Islands	
S3	To provide access to services, support and activities for young people	S3.1	Provide a range of coordinated activities specifically aimed at youth e.g. holiday program, youth week. Ongoing school holiday program on Home and West Island. Encourages and supports volunteers to run the activities.	(2022 - 2023)		Attendance target of 10 participants for each activity	To partner with organisations and advocate for the development and roll out of services, support and activities for young people
		S3.2	Identify agencies (Government, NFP etc). with existing community youth programs and advocate and support suitable programs to consider local implementation. E.g. Ranger Program continues to be supported and high participation levels from both children and parents.	(2022 - 2023)		1 x program implemented	
		S3.3	Support and encourage local community groups to deliver youth events and programs. E.g., PKPK to actively engage the youth in their events such as ASDD and Hari Raya celebrations.	(2022 - 2023)		3 x community group led events supported per annum	
S4	To support and encourage community events that bring us together	S4.1	Support major festive events e.g. New Years Eve, Hari Raya, Christmas, Act of Self- Determination Day	(2022 - 2023)		Support provided (financial and / or in-kind) with the Shire playing an active role in planning and delivery.	To lead the coordination and implementation of major integrated community events and to partner with local community group events
		S4.2	See C2.3	(2022 - 2023)		See C2.3	

STRATEGIC OBJECTIVE		ACTION		TIMEFRAME	STATUS DEC 2023	MEASURE / TARGET	SOCKI'S ROLE
L1	To be involved, respectful and inclusive and to facilitate diversity and representation within the decision-making process	L1.1	See S2.1	(2022 - 2023)		See S2.1	To lead by example and be involved, respectful and inclusive, and to seek community feedback to centre our community in decision making
		L1.2	See S2.2	(2022 - 2023)		See S2.2	
		L1.3	Shire representatives (Councillors and Shire Leadership team) to pro-actively engage, communicate with, and increase visibility within the community.	(2022 - 2023)		Councillors and Leadership team to attend a minimum of 4 x community events per annum	
L2	To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community	L2.1	Responsible financial management	(2022 - 2023)		As per legislative requirements	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
		L2.2	Finalise and publicly release the 'Long Term Financial Plan (LTFP)'	(2022 - 2023)		Provide to the community through The Atoll, social media and website "news" page.	
		L2.3	Include a standing agenda item at Leadership Forum around community needs / feedback around funding allocations	(2022 - 2023)		Agenda item included in Leadership Forum meetings	
L3	To understand the implications of the Australian Government runway project and other Australian Government projects	L3.1	Establish and schedule regular meetings with Fulton Hogan (and other project players e.g. shipping / logistics providers)	(2022 - 2023)		Meeting schedule confirmed	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
		L3.2	Establish and schedule regular meetings with Australian Government representatives on the runway project and other plans for large infrastructure projects	(2022 - 2023)		Meeting schedule confirmed	
		L3.3	Establish a small (internal) 'runway project team' to attend all meetings, and organise the dissemination of information, impacts and plans to Council and the community	(2022 - 2023)		Project team members identified and confirmed	
		L3.4	Internal team to document and plan for possible impacts to roads, freight, passenger planes, housing etc.	(2022 - 2023)		4 x updates / reports provided to Council, 'The Atoll', social media, and website "news section"	

STRATEGIC OBJECTIVE			ACTION	TIMEFRAME	STATUS DEC 2023	MEASURE / TARGET	SOCKI'S ROLE
E1	To advocate for improved youth education and training and opportunities for local employment on-island	E1.1	Establish and promote an internal 'work experience', 'job shadow' and / or "upgrade your skills" program	(2022 - 2023)		2 x participants per annum	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
		E1.2	Advertise and promote the IOT Business Directory (https://iot-businesses.com.au/) both locally and to major contractors	(2022 - 2023)		Year 1: Promote 2 x in The Atoll, Shire website "news" page, and social media. Year 2, 3 and 4: Promote 1x in The Atoll, Shire website "news" page and social media	
		E1.3	Work with IOTGA to source and implement additional / alternate training opportunities for youth and up- or re-skilling mature workers	(2022 - 2023)		New training pathway offered and 2 x participants in the program	
E2	To work alongside local businesses to facilitate employment, growth and development	E2.1	Work with community members / businesses to overcome barriers in accessing grant funding, discuss options and provide appropriate assistance (if possible)	(2022 - 2023)		Increase number of grant applications for Cocos (K) Islands	To partner with small businesses and business related / training organisations on growth and development opportunities
		E2.2	See E1.2	(2022 - 2023)		See E1.2	
		E2.3	Provide local business feedback to the Regional Development Organisation (RDO) and advocate on their behalf	(2022 - 2023)		Regular submission and / or attendance at RDO Committee Meetings	
E3	To advocate and support training opportunities that create pathways to employment	E3.1	See E1.1	(2022 - 2023)		See E1.1	To advocate for and partner with State Government agencies and organisations on training opportunities and programs
		E3.2	See E1.3	(2022 - 2023)		See E1.3	

STRATEGIC OBJECTIVE			ACTION	TIMEFRAME	STATUS DEC 2023	MEASURE / TARGET	SOCKI'S ROLE
E4	To investigate opportunities for the provision of additional accommodation (e.g. aged, worker, residential, tourism)	E4.1	Investigate opportunities for Commonwealth Funding to support development of long- and short-term accommodation as well as legacy accommodation from Fulton Hogan post the runway upgrade completion.	(2022 - 2023)		Meetings initiated and discussions commenced with Fulton Hogan and the Commonwealth	To advocate with the Australian Government to investigate opportunities for the development of additional accommodation
		E4.2	Encourage and support development on vacant private land	(2022 - 2023)		1 x Letter/s to land owners	
		E4.3	Finalise the Shire's Local Planning Strategy to identify suitable land parcels that could then be considered for development, including outcomes from each parcel of land	(2022 - 2023)		Finalise Local Planning Strategy	
E5	To encourage low-impact tourism	E5.1	Complete renovation and extension of the retail Centre on Home Island to support local business and tourism	(2022 - 2023)		Project complete on schedule	To advocate for the development of tourism services in partnership with the Australian Government, private landowners and proponents
		E5.2	Strengthen relationship and communication with Cocos (K) Islands Tourism Association (CKITA) and operators and work collaboratively to promote low-impact, eco-friendly approach to tourism	(2022 - 2023)		Provide regular submission and / or attendance at CKITA meetings	
		E5.3	Provide and maintain facilities that enhance the visitor experience (e.g. BBQs, parks, shelters, signage, ablutions, RIP platform)	(2022 - 2023)		As per legislative requirements	
		E5.4	Review and revise (if necessary) the 'Trails Masterplan'	(2022 - 2023)		Revision completed and put to Council for endorsement	
		E5.5	Work with other agencies, organisations, and residents to advocate for flight affordability and accessibility for both locals and visitors	(2022 - 2023)		Improved services	

FINAL NOTE:

The Annual Work Plan is a 'living document' and will be **regularly reviewed and updated**.

The AWP should be read **in conjunction with other key SoCKI documents** e.g. the Strategic Community Plan and the Corporate Business Plan.

THE SHIRE OF COCOS (KEELING)
ISLANDS WOULD LIKE TO
**THANK ALL MEMBERS OF THE
COMMUNITY** WHO CONTRIBUTED
THEIR TIME, ENERGY, AND MOST
IMPORTANTLY THEIR **IDEAS AND
ASPIRATIONS FOR THE FUTURE.**

