



SHIRE OF
COCOS
KEELING ISLANDS

MAJU PULU KITA | ADVANCE OUR ISLANDS

*SHIRE OF COCOS
(KEELING) ISLANDS
ANNUAL REPORT
2022 – 2023*



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PURPOSE OF AN ANNUAL REPORT

This Annual Report is a legislated document that contains the audited financial reports and other information as described under the *West Australian Local Government Act 1995 (CKI)* and the Local Government (Administration) Regulations 1996 (CKI) as amended from time to time.

VISION

The Shires view into the future with hope and a positive outlook.

To build on the future sustainability of the Cocos (Keeling) Islands through the provision of core services to the community and to further develop tourism as a major industry to ensure the economic future of the islands are guaranteed.

MISSION

The Shires reason for being and how we intend to serve the community of Cocos (Keeling) Islands

We will realise the Shires Vision and Mission by:

- Providing leadership
- Promoting interest in Local Government
- Working in partnership with Government, business, clubs, and community groups.
- Maintaining a strong liaison with political leader
- Maintaining our community minded approach



OUR VALUES

Service

Provide the best service we can.
We serve the community and each other.

Accountability

We take responsibility for our own actions.
We do what we say we will do.
Mistakes are an opportunity to learn.

Support

We support our team and our community.
Look for opportunities to help each other.

Respect

We respect and value others.
Our interactions are always respectful towards others.

Integrity

We will be honest and transparent with all our dealings.
Maintain confidentiality.
Trust each other.

Achievement

Being proactive and enabling the outcomes.
Be creative and think outside the square.

SHIRE PRESIDENT'S REPORT



It gives me great pleasure to deliver the Annual Report for the financial year 1 July 2022 to 30 June 2023. My role as the Shire President can be as challenging as it is rewarding and I would like to acknowledge my former Deputy Shire President, Seriwati Iku and fellow Councillors for all their ongoing and tireless dedication to the Cocos community. Their time and efforts continue to assist us in reaching the goals we set out to achieve for Cocos, now and well into the future.

Despite the challenges facing a Local Government in such a remote location as ours, we have a very dedicated team of staff, led by our Chief Executive Officer, Frank Mills that are striving forward to reach organisational and community goals and aspirations.

In setting the budget for this financial year, Council continued to consider the balance of providing new and upgraded infrastructure, with the need to maintain our existing infrastructure and to improve our environmental sustainability.

The retail centre upgrade and expansion on Home Island and the continual search for opportunities for local jobs, training and other development opportunities have been a focus for the Shire. Nearing completion, the retail centre will provide a much-needed boost to our local economy and will set the path for future economic development in the Shire.

The Shire continues to invest in projects that enhance social, cultural, environmental, and economic sustainability of the Cocos (Keeling) Islands. We have invested time and resources further capturing our history and sharing our culture - with each other, and with generations yet to come.

We continue to strengthen our corporate governance and have met all auditory and compliance requirements required of us.

Finally, I thank the Shire staff for their professionalism and dedication because without every one of them we would not be able to achieve the standards and results we do.

Aindil Minkom
Shire President

CHIEF EXECUTIVE OFFICER'S REPORT



After a full year in the role the Chief Executive Officer of the Shire of Cocos (Keeling) Islands, I am beginning to fully appreciate the uniqueness of the relationship a Shire in an Australian Territory has. Sharing a vision of the road ahead with the elected Council, I am pleased to deliver this annual report as the results are a steppingstone for the future.

2023 – 2024 marks a new era for the Shire, one that will recognise and celebrate the past as well as challenging the norms and setting new benchmarks for achievements in the future. We will continue to build on our integrated planning model and strategy with further review of our Strategic Community Plan, Corporate Business Plan, Annual Work Plan, Workforce Plan, and Long Term Financial Plan. We will introduce our Business and Information Technology Continuity Plans as well as a host of newly developed policies to provide greater governance of the Shire operations.

The long-awaited draft Coastal Hazard Risk Management and Adaption Plan (CHARMAP) is due for completion in early 2024 and once approved, will be the blueprint for the future of the Cocos (Keeling) Islands. Development of the Shires Local Planning Strategy and a review of the Local Planning Scheme will complement the CHATMAP once finalised.

2023 – 2024 will see the finalisation of the Shire and Indian Ocean Territories Waste Management Strategies that include full fee for service waste management for the first time. The Commonwealth Government and Department of Defence Runway Upgrade Project will commence in full swing in 2024 bringing unprecedented opportunity for the Shire and residents to leverage economic, training and development, and employment outcomes from various components of the project.

This annual report will focus on the following objectives for us:

- Economic Objective
- Social Objective
- Environment Objective
- Civic Leadership Objective

Frank Mills
Chief Executive Officer



President
Cr Aindil Minkom
Elected: 2021
Expiry of Term: 2025



Cr Tony Lacy
Elected: 2021
Expiry of Term: 2025



Deputy President
Cr Seriwati Iku
Elected: 2019
Expiry of Term: 2023

COUNCILLORS

Councillors as at July 2022 - June 2023



Cr Mazlan Hamiril
Elected: 2019
Expiry of Term: 2023



Cr Signa Knight
Elected: 2022
Expiry of Term: 2025



Cr Ayesha Young
Elected: 2021
Expiry of Term: 2025



Cr Helen Liu
Elected: 2021
Expiry of Term: 2023

ECONOMIC OBJECTIVE

Economic Development – The Shire is an integral partner for community economic development activities and programs, and as such we:

Support incorporated not-for-profit organisations/associations located within the Shire by providing grants up to \$2000 to assist with the delivery of projects that address identified community needs, that aim to benefit the Cocos community and align with the Shire's strategic plan goals, and;

Support local businesses initiatives through the Business Improvement Grant process. Eligible local businesses can apply for funding up to \$3,000 for improvement projects. There are two funding rounds for the financial year.

Have made significant financial contributions to the re-development and upgrade of the retail centre on Home Island that will see both retail and hospitality businesses operated by local people.

Introduction of a waste management rebate for resident owned and operated local small businesses.





SOCIAL OBJECTIVE



OUR COMMUNITY

To align with Shire objectives, we maintain our commitment to providing a vibrant and inclusive Community Development by:

Sports and Leisure Facilities:

- Implementation of shade structures over playgrounds, including Trannies Beach.
- Roof replacements for the gazebo and club shelter at the Home Island tennis courts.

Inclusive Outdoor Spaces:

- Establishment of inclusive parks and paths to encourage outdoor activities.
- Promotion of activities such as walking, cycling, and other recreational pursuits for both local residents and visitors.

Water-Based Activities:

- Active support for two sailing clubs and various water-based activities.
- Encouragement of businesses focusing on the coastal lifestyle and world-class beaches.

Diverse Facilities:

- Provision of a wide range of facilities catering to both transient and local populations.
- Accommodation and support for visiting annual sports coaches.

Community Parks and Recreation Areas:

- Support for 5 parks, 4 playgrounds, 2 sports grounds, 2 tennis courts, 1 bird hide, and trails on 3 islands.

The Shire supports both financially and develops and implements strategies, partnerships, and programs to improve and promote health, wellbeing, inclusion, and access in the Cocos Keeling Islands community. The Shire's initiatives include:

Health and Wellbeing:

- Financial support and strategic development for community health programs.
- Implementation of strategies to enhance the overall wellbeing of residents.

Inclusion and Disability Plans:

- Active promotion and support for inclusion through Disability Plans.
- Regular review of Disability Plans scheduled for 2024.

Community Grants:

- Provision of various community grants in the following categories:
 - Adopt a Spot
 - Community Funding Program
 - Business Improvement Grant
 - Student Education Grant

Volunteering and Child Safety:

- Promotion and support for volunteering initiatives within the community.
- Maintenance of high organizational standards in Child Safe practices.

Children's Programs:

- Delivery of a wide and varied program of activities for children:
- After School Program
- School Holiday Program

Community Engagement and Library Services:

- Continuous efforts to increase community participation.
- Regular turnover of the library collection, supported by the State Library of WA.
- Ongoing initiatives to build and maintain connections with active library borrowers in the municipality.

Youth Services:

- Continuous improvement of dynamic youth services.
- Active partnership with young people for enhanced wellbeing, resilience, and connection.
- Advocacy for youth empowerment through workshops with the Office of Multicultural Interest and Youth Advisory Council of WA.
- Provision of social events and activities for all age groups, including school holiday programs and cultural/recreational participation.

Positive Ageing Initiatives:

- Development of a Positive Ageing Plan to address challenges faced by the ageing community.
- Strategic direction for meaningful community participation and building social capital.
- Support for older individuals, people with disabilities, carers, and those experiencing vulnerability at home.
- Provision of information, assessment, care management, and assistance in independent living and home maintenance.
- Facilitation of social activities like RU Ok Day and Seniors Week.

Seniors Group Engagement:

- Regular meetings with the Seniors Group on Home Island.
- Provision of moral support, advocacy for group projects, and introduction to consultants for strategic planning.
- Financial support through ongoing Adopt a Spot Grant and approval of two Community Funding Grants.

Community Engagement and Cultural Initiatives:

Sports and Recreation Support:

- Close collaboration with sports and recreation organizations.
- Provision of spaces, sporting facilities, and public facilities to promote active, healthy, and inclusive communities.

Community Celebrations and Festivals:

- Facilitation of major community celebrations and festivals.
- Consultation with key community groups and stakeholders to ensure inclusive and stimulating events.
- Events designed to foster community spirit and stimulate the local economy.

Artistic and Cultural Experiences:

- Provision of inspiring, creative, and artistic experiences.
- Education and connection initiatives to bring the community together for lifelong fulfilment and inspiration.

Sculptures by the Sea Initiative:

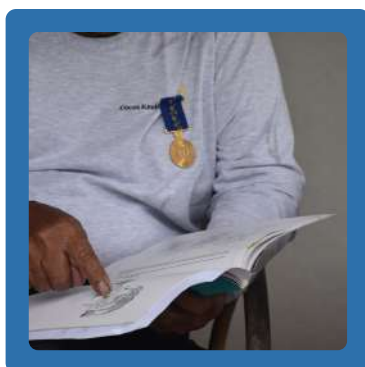
- Introduction of the first Sculptures by the Sea project.
- Exploration of the creative side of the community, involving students from Cocos Islands District High School and other talented community members.
- Enhancement of open spaces, foreshores, and built environments for sustainability and enjoyment by current and future generations.



CULTURE HERITAGE, TOURISM AND NATURAL ENVIRONMENT

The Shire acknowledges the importance of fostering relationships with community, stakeholders, and visitors to our built and oral heritage through:

- The Shire and Cocos (Keeling) Islands Tourism Association CKITA have an annual Service Agreement to man the Home Island Museum to increase the visitation and experience of Home Island. The Tourism Officer collects valuable data on visitor numbers and provides a tour of the historical artefacts,
- Our Oral History Curators have collected oral histories which are being digitised and will be made available via the Home Island Museum in May 2023. The interactive display will be showcased during the 40 Years Act of Self Determination Day celebrations. The Shire will lead this program and with other key stakeholders (internal and external) to enhance the diverse cultural background that makes the Cocos Keeling Islands unique.
- The main goal for the Jukong Restoration Project is the transfer of skills from the two remaining master boat builders on Home Island. In their seventies, they began their 'apprenticeships' at around 14 years old. One is currently building a jukong (perhaps his last), the other is restoring a 1935 small fishing jukong. A widely held concern is that once these gentlemen have gone their boat building knowledge and skills will be lost. The intention is that these men will oversee the restorations of our Jukongs each specific in it's purpose, function, and size held in the museum collection. The Shire will be working collaboratively with the Cocos Islands Youth Council and the Suka Duka Seniors Group.





ENVIRONMENT OBJECTIVE

NATURAL ENVIRONMENT

The community have strong values associated with the natural habitat, especially the islands, ocean, foreshores, and swimming beaches. The Shire has a pivotal role in engaging with the Commonwealth to highlight the growing concerns and reality of rising sea levels, coastal erosion, tidal inundation, and flooding of the Kampong on Home Island.

WASTE MANAGEMENT

Continued development and redefining of the waste management strategy to find cost effective solutions to managing waste is a priority goal of the Shire.

With the introduction of fee for service for waste management in 2023 – 2024, the challenge for the Shire is to deal with decades of legacy waste that has accumulated on both Home and West Island. Opportunities for information sharing, education and school programs will assist in a better understanding and appreciation of the impacts of waste on the environment and provide an insight into possible sustainable practices.

RECYCLING

The Shire must continue and build on its very succesful recycling program to reduce waste and remove recyclables from Cocos (Keeling) Islands. Opportunities such as the “West Australian containers for change/cash for cans” program must be explored along with separation of waste to extract metal cans and paper products for recycling.



CIVIC LEADERSHIP OBJECTIVE

TO PROVIDE LEADERSHIP TO THE COMMUNITY

Elected members of Council must show community leadership and promote the attainment[FM1] of the Shire's goals and vision.

Shire's leadership team must demonstrate an understanding of the cultural specifics of the Cocos Malay and ex-pat communities. Led by the Chief Executive Officer, there must be empathy, ability to inspire, stronger communication and pride in our community always displayed. Today's effective leaders are the role models for the future, who involve all members of their teams. Inspiring the community to work together toward a common goal they must focus on building effectiveness and the ability to get things done.

CONTINUE TO IMPROVE ORGANISATIONAL PLANNING

Past planning has been the excuse for loss of productivity, project and budget over runs, staff dissatisfaction and lack of morale. Building a more informed and inclusive workforce is the panacea for mitigating past issues and moving forward in a positive direction. The Shire's integrated and workforce planning is a key step in the ladder of reform. Underpinned by greater communication, understanding of roles and responsibilities, and providing opportunities for training, development and advancement are some of the keys to change. A challenge in moving forward is balancing what is right for the Shire and community and doing what will make our employees happiest is not always mutually exclusive. We must however strive to be the employer of choice on the Cocos (Keeling) Islands and this can only be achieved by showing we value our staff and our staff value the Shire.

LEGISLATION REQUIREMENTS

EMPLOYEE SALARY

In accordance with the Local Government Regulation 19B (2)(a), the Shire of Cocos Keeling Islands is required to disclose in bands of \$10,000 the number of employees entitled to an annual salary of \$130,000 or more.

Total Annual Salary		
From	To	No. Employees
\$130,000	\$140,000	0
\$140,000	\$150,000	1
\$150,000	\$160,000	1
Total No. employees entitled to an annual salary of \$130,000 or more		2

REGISTER OF COMPLAINTS

During the period 1 July 2022 to 30 June 2023 no amount ordered under section 5.110(6)(b)(iv) to be paid by a person against whom complaint was made under section 5.107(1), 5.109(1) or 5.114 (1) to the local government during the financial year as there was no breach or complaint.

CHIEF EXECUTIVE OFFICER REMUNERATION

In accordance with the Local Government Regulations 1996, Regulation 19B(2)(e) the remuneration provided to the CEO during the financial year was \$275,078.

COUNCILLOR MEETING ATTENDANCE

Council is the decision-making body of the Shire and meets on the last Wednesday of every month at 4pm.

The number of Council Meetings held during the financial year June 2022 - July 2023 and the numbers of those meeting attended by each Elected Member is as follows:

Councillors	Ordinary Council Meetings (11)	Apologies	Leave of Absence	Special Council Meetings (1)	Apologies	Leave of Absence
Cr Aindil Minkom, President (President to October 2025)	10		1	1		
Cr Seriwati Iku, Deputy President (Deputy President to October 2023)	11			1		
Cr Mazlan Hamiril (Term ended October 2022)	1		2			
Cr Tony Lacy	11			1		
Cr Helen Liu (Term ended March 2023)	6	1			1	
Cr Signa Knight	4		1	1		
Cr Ayesha Young	11			1		

COUNCIL BACKGROUND

Below figures details the Elected Member background.

Councillors	Linguistic Background	Gender	Country of Birth	Aboriginal or Torres Strait Islander
Cr Aindil Minkom	Cocos Malay	Male	Cocos Islands	NO
Cr Seriwati Iku	Cocos Malay	Female	Cocos Islands	NO
Cr Mazlan Hamiril	Cocos Malay	Male	Cocos Islands	NO
Cr Tony Lacy	English	Male	Australia	NO
Cr Helen Liu	Chinese/Mandarin	Female	China	NO
Cr Signa Knight	Cocos Malay	Male	Cocos Islands	NO
Cr Ayesha Young	English	Female	Australia	NO

Age Group	Council Members
Between 18 years and 24 years	
Between 25 years and 34 years	
Between 35 years and 44 years	3
Between 45 years and 54 years	1
Between 55 years and 64 years	1
Over the age of 64 years	2

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2023

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**SHIRE OF COCOS (KEELING) ISLANDS
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

STATEMENT BY CEO

The accompanying financial report of the Shire of Cocos (Keeling) Islands has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 7 day of December 2023



Acting Chief Executive Officer

Ibrahim Macrae

Name of Acting Chief Executive Officer



SHIRE OF COCOS (KEELING) ISLANDS
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2023 Actual	2023 Budget	2022 Actual
		\$	\$	\$
Revenue				
Rates	2(a), 23	433,655	442,694	430,999
Grants, subsidies and contributions	2(a)	5,047,049	4,909,182	4,677,341
Fees and charges	2(a)	1,455,653	480,731	560,999
Interest revenue	2(a)	126,553	11,288	8,713
Other revenue	2(a)	142,930	60,400	241,980
		7,205,840	5,904,295	5,920,032
Expenses				
Employee costs	2(b)	(3,562,125)	(3,439,581)	(3,031,680)
Materials and contracts		(1,302,568)	(1,459,710)	(1,378,074)
Utility charges		(54,163)	(48,540)	(64,038)
Depreciation	7(a), 8(a), 10(a)	(1,368,269)	(1,168,037)	(1,145,961)
Finance costs	2(b)	(1,086)	0	(954)
Insurance		(170,029)	(171,410)	(134,448)
Other expenditure	2(b)	(346,838)	(235,722)	(55,914)
		(6,805,078)	(6,523,000)	(5,811,069)
		400,762	(618,705)	108,963
Capital grants, subsidies and contributions	2(a)	1,104,399	2,132,684	974,877
Profit on asset disposals		8,684	21,225	18,570
Loss on asset disposals		(14,430)	(13,928)	0
		1,098,653	2,139,981	993,447
Net result for the period		1,499,415	1,521,276	1,102,410
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	15	121,062	0	1,349,961
Total other comprehensive income for the period	15	121,062	0	1,349,961
Total comprehensive income for the period		1,620,477	1,521,276	2,452,371

This statement is to be read in conjunction with the accompanying notes.

William Buck Audit (WA) Pty Ltd

