

Shire of Cocos (Keeling) Islands

# Long Term Financial Plan

2024-2034



SHIRE OF  
**COCOS**  
KEELING ISLANDS

## Foreword

We are very pleased to present to the community, the Shire of Cocos (Keeling) Islands Long-Term Financial Plan for the period 2024-2034.

The plan is part of the Shire's ongoing commitment to an integrated approach to planning for the Island's future. It provides the Council and the community with a picture of the Shire's long term financial circumstances and assists us to meet our strategic outcomes and objectives.

The Shire will encounter many challenges and opportunities over the next 10 years. The Shire relies heavily on grant funding to subsidise the high cost of living and operating on such a remote Atoll whilst continuing to maintain a capital program and the continuation of current levels of service. The Council will require a clear understanding of its capacity to meet the community service expectations whilst maintaining a strong focus on sound financial management.

The Shire of Cocos (Keeling) Islands Long Term Financial Plan is an important financial tool as we strive to achieve the strategies set out in the Shire Community Strategic Plan.

The Shire has recently devoted significant resources to improving its strategic planning. This work continues as we seek to continuously improve our systems and service delivery.

The long term financial plan will be used in conjunction with the Strategic Community Plan, Corporate Business Plan, Asset Management Plans, ICT Strategic Plan and Workforce Plan to achieve our goals and drive the Shire in achieving its vision:

‘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 is guaranteed’.

The Council welcomes community participation as we plan for a promising future of our Islands. I invite members of the Community to contact the Council staff or a Councillor if they have any questions.

Aindil Minkom  
Shire President

Frank Mills  
Chief Executive Officer

Document Management:

Status: Adopted by absolute majority

Date of Adoption:

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## Cocos (Keeling) Islands

The Cocos (Keeling) islands are an Australian Territory located in the Indian Ocean at Latitude 12 deg 10' South longitude 96 deg 50' East. The islands lie 2,768 km north-west of Perth, 3,685 km due west of Darwin, approximately 900 km south-southwest of Christmas Island and approximately 1,000 km south-west of Java and Sumatra. The highest point above sea level is 9 metres which is located on South Island. The islands in the southern atoll comprise an area totalling 14 square kilometres.

North Keeling Island, an atoll approximately 27 km north of the southern atoll is protected as a World Heritage Reserve under the control of Parks Australia Cocos (Keeling) Islands.

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

The only passenger transport connection with the rest of the world is by an air service to Christmas Island and Perth. Currently this service operates twice weekly with additional flights during peak periods.

The climate is sub-tropical with mean daily maximum temperatures ranging from 28 deg C (August) to 29.9 deg C (February/March) and mean daily minimum temperatures ranging from 23.4 deg C (August/September) to 24.9 deg C (March/April). Relative humidity ranges from 72% to 78%. The islands are affected by cyclonic conditions but are rarely in the direct path of cyclones.

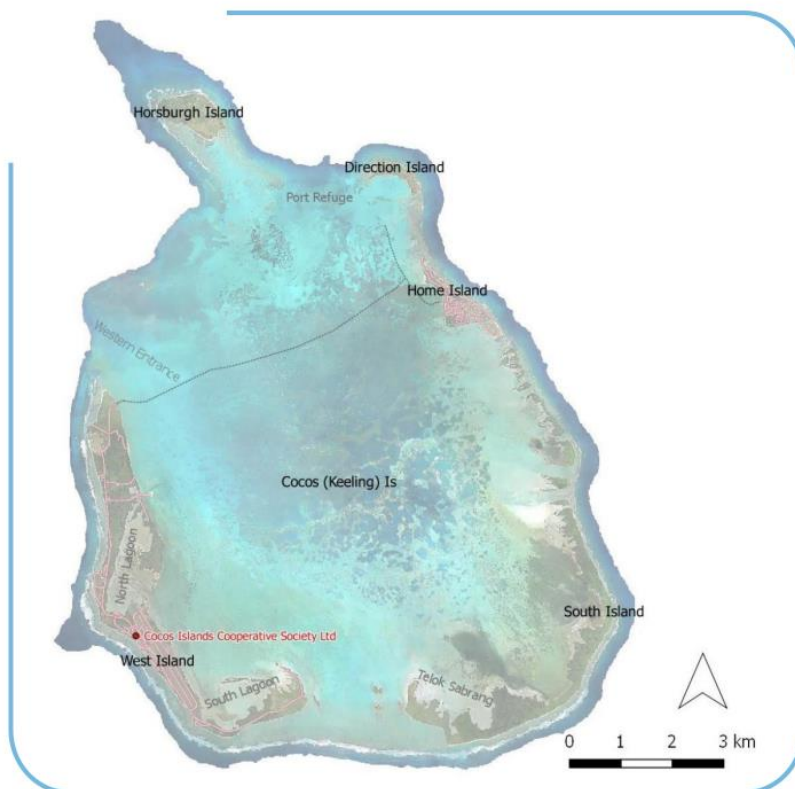


Figure 2: Cocos Keeling Islands  
(Source: adapted from RHDHV  
Coastal Vulnerability Assessment Technical  
Note, March 2021)

## Legal Framework

The Cocos (Keeling) Islands are an external territory of Australia. The Australian Government has the power to make laws for the government of any territory, including the Cocos (Keeling) Islands, under section 122 of the Australian Constitution.

The Cocos (Keeling) Islands have no state-level of government, which means the Australian Government is responsible for the provision of state-type laws and services to the territory. The territory is administered by the Department of Infrastructure, Transport, Cities & Regional Development, on behalf of the Minister with responsibility for the Territories. An Administrator, appointed by the Governor-General, represents the Minister on Christmas Island and the Cocos (Keeling) Islands.

All Australian Government laws and regulations apply to the Cocos (Keeling) Islands, unless its application is specifically excluded. For example, the Corporations Act 2001 (Cth) contains provisions which exclude it from applying to the Cocos (Keeling) Islands.

The Cocos (Keeling) Islands Act 1955 (Cth) provides the legislative basis for the territory's administrative, legislative and judicial system.

The Cocos (Keeling) Islands Act:

- applies Western Australian laws on the Cocos (Keeling) Islands, including the Local Government Act 1995 (WA)(CKI)

- provides the Minister with responsibility for the Territories with the power to make Ordinances for the peace, order and good government of the Cocos (Keeling) Islands—for example, Ordinances may amend, repeal or suspend applied Western Australian laws where they are not consistent with Australian Government policy

- provides the Minister with responsibility for the Territories with all state-level Ministerial and administrative powers under applied Western Australian laws, as well as the power to vest or delegate these powers

- automatically vests administrative powers in Western Australian officials where there is a service delivery arrangement between the Australian Government and Western Australian Government

- The Shire Council of the Cocos (Keeling) Islands has the same responsibilities as a local government on the Australian mainland under the Local Government Act 1995 (WA)(CKI).

- For the purposes of enrolment and voting in federal elections, the Cocos (Keeling) Islands are an electoral district of the Commonwealth Division of Lingiari in the Northern Territory.

## Population and Community Demographics

The two inhabited islands are Home Island, the home of the Cocos Malay community and the Shire Office, with an estimated population of 466, and West Island on which is located the airport, Government offices, the homes of virtually all Government and contracted employees, and some private residences, with an estimated population of 141. Home Island and West Island make up an area of 7.18 square kilometres.

### 2021 Census Data

<b>People</b>	<b>593</b>
<b>Language diversity (most common)</b>	Malay & English
<b>Most common language used at home</b>	Malay
<b>Predominant religion</b>	Islam
<b>Private Dwellings</b>	145
<b>Median weekly household income</b>	\$2,519
<b>Median personal income</b>	\$741
<b>Median family income</b>	\$1,678
<b>Median Age</b>	40
<b>Labour force participation (aged 15+)</b>	53.1%

Almost the entire population of Home Island is of Cocos Malay descent. The Cocos Malay community predominantly speak Cocos Malay with English as a second language. Bahasa Indonesian and English are taught in the schools and Islam is the predominant religion. 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 remaining population resides on West Island and is mainly of European descent. 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.

It is noted that transient groups such as contract workers and visitors (tourists) strain existing infrastructure and assets within the IOT. For CKI, the population on West Island can vary significantly as a result of Commonwealth-related projects. For example, during the airport runway upgrade, it is expected that West Island's population will double.

## The Council

On the 1st July 1992 the Territories Law Reform Act came into effect by which the Commonwealth Government applied Western Australian laws to the Cocos (Keeling) Islands. The Local Government (Transition) Ordinance 1992 established the Shire of the Cocos (Keeling) Islands by absorbing its predecessors the Cocos (Keeling) Islands Council. Through the Applied Laws (implementation) Ordinance 1992, the Local Government Act 1995 (WA) (Cocos (Keeling) Islands) became the legal charter for the Council. From the 1st July 1996, the Local Government Act 1995 (WA) (Cocos (Keeling) Islands) superseded the previous Local Government Act.

The Council is therefore required to operate as if it were a West Australian local government subject to the laws of that State in respect of all operations.

The Shire Council inherited all the assets, liabilities, rights and obligations of the former Cocos (Keeling) Islands Council that existed at the commencement of the Territories Law Reform Act 1992. The employees of the former Council became the employees of the new Shire Council. The municipality is not divided into wards. The first full election under the Local Government Cocos (Keeling) Islands was held in May 1993.

Over the next ten years the Shire's role progressively evolved as the Commonwealth divested itself of a range of functions normally undertaken by local government and as a result restructured its own functions on the islands.

### Vision

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 Shire will realise its vision by:

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

### Key Statistics

<b>Number of Elected Members</b>	7
<b>Number of Staff (FTE)</b>	50
<b>Distance from Perth</b>	2,768
<b>Area (sq km) total south atoll</b>	14
<b>Area (sq km) inhabited islands</b>	7.18
<b>Coastline</b>	26km
<b>Length of roads</b>	22km

## Planning Context

### Integrated Planning and Reporting Framework

Local Government performs a significant role in every community, even more so in regional areas where the delivery of vital services and infrastructure keeps communities together.

In 2011 the State government introduced the legislated Integrated Planning & Reporting Framework in Western Australia as part of the State Government's Local Government Reform Program.

This framework was developed to ensure all local governments plan responsibly for the future and equip their organisations to respond to short, medium- and long-term community needs.

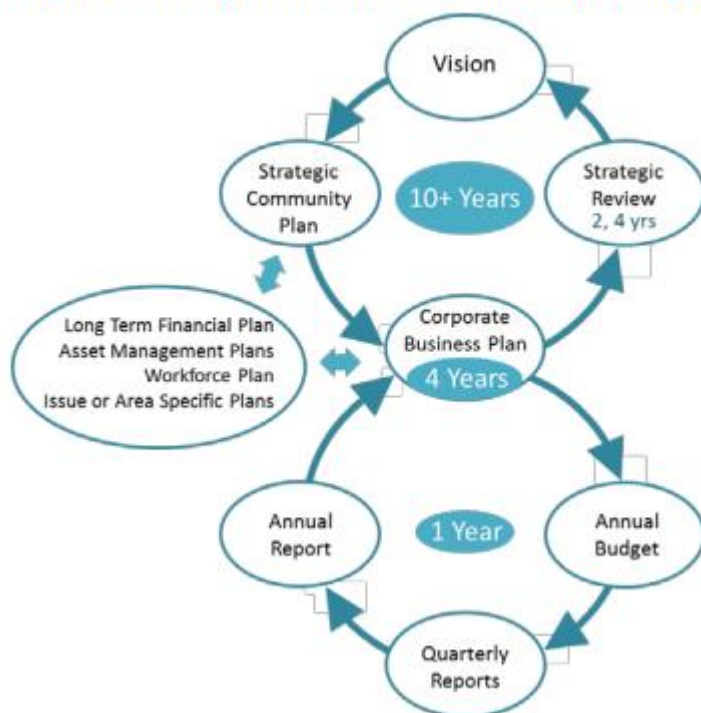
The Integrated Planning and Reporting (IPR) is a framework designed for local governments to:

- Articulate the community's vision, outcomes and priorities
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability
- Monitor and report progress

As part of the Integrated Planning and Reporting Framework, the Long-Term Financial Plan (LTFP) is a key document informed by the Strategic Community Plan, Corporate Business Plan, Workforce Plan, Asset Management Plans and other strategic documents.

The Integrated Planning Framework is cyclical. Nominally, it begins with community visioning, which forms the front end of the Strategic Community Plan, containing the community's aspirations for the long and medium term. The Long-Term Financial Plan is the link between the aspirations and resourcing needs contained in each of the other framework documents and the Shire's financial resourcing capacity.

**Figure 1: Integrated Planning and Reporting Cycle**



Source: 2016, Government of Western Australia Department of Local Government and Communities, "Integrated Planning and Reporting – Long Term Financial Plan Guidelines"



## Developing the Long-Term Financial Plan

The Shire of Cocos (Keeling) Islands is dedicated to planning sustainably for the benefit of the Cocos community.

The Long-Term Financial Plan (LTFP) is a dynamic modelling tool to project the Shires financial commitments over the next ten years as a means of helping to ensure financial sustainability.

The ability to accurately forecast over a long period is likely to be hampered by uncertainties such as the availability of grant funding, fluctuating interest rates, economic trends, demographic and political change and environmental risks.

The timescale of a Long-Term Financial Plan makes it impractical to attempt to identify and manage all risks for all projects included in the plan. As the Long-Term Financial Plan is both rolling and iterative, the level of uncertainty reduces as the timeframe shortens. A major review of the Long-Term Financial Plan is to be completed every 4 years in-line with the Local Government (Administration) Regulations 1996, whilst a minor review will be completed every two years.

The Long-Term Financial Plan analyses financial trends over a ten-year period on a range of assumptions and provides information to assess the impacts of current decisions and budgets on future financial sustainability.

The aim of the Long-Term Financial Plan is to achieve the following objectives:

- Help to project commitments with regards to the costs of new services or projects as a result of community growth and expectations or changing demographics
- Maintain a strong cash position, ensuring that the Shire remains financially sustainable in the long term and has the capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Strategically pursue state and federal government grant funding opportunities where aligned with the Strategic Community Plan and the Corporate Business Plan requirements
- Plan rate increases to balance the budget so we can provide for service delivery that meets reasonable community needs
- Ensure that critical infrastructure asset renewal is funded at the optimum time
- Maximise opportunities for Shire administered properties from an economic and community development perspective
- Support the broad review of our Strategic Community Plan every two years and a full review every four years.

## Opportunities & Risks

During the process of Strategic Planning, the Shire has identified several risks and opportunities that may impact the ability of the Shire to plan for a positive and sustainable future, some of which are outlined below:

### Economic Growth and Development of the Cocos (Keeling) Islands

Economic growth and development on the Cocos (Keeling) Islands is restricted by the limited availability of freehold land, inhibiting accommodation options. The high costs of living and operating on the islands, availability of resources, flight availability and timeliness of freight, all attributable to the islands remoteness, also inhibit further economic growth.

The Long-Term Financial plan forecasts that;

- the Shire population will remain stable with no growth in the Rate Payer base.
- the economy will remain stable
- the Shire will maintain its current service level with assets adequately maintained to be able to do so. Increases to services will only occur where financially prudent
- the level of grants and contributions for capital projects has been included to maintain existing levels of service

With limited Rate payer funds available and the high cost of operating on the islands, the Shire is heavily reliant on funding from the Federal Government to subsidise the services provided by the Shire. Any variation to funding levels has a direct impact on the Shire's ability to provide the current level of service. The Shire will work closely with the State and Federal Government to maintain adequate service provision to the Community, however, development on the Cocos (Keeling) Islands is very much dependant on the Commonwealth plans for the future of the islands.

### Commonwealth Projects impacting Shire planning over the next 10years

The following Commonwealth projects are expected to impact the services provided by the Shire over the next 10 years:

#### Coastal Hazard Risk Management and Adaptation Planning

In 2018-2019 the Western Australian Department of Planning, Lands and Heritage (DPLH), in collaboration with the Commonwealth Government of Australia and the Shire of Cocos (Keeling) Islands commenced the process of completing a Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) for the Cocos (Keeling) Islands. The project aims to identify coastal hazard risks and vulnerability of built and natural assets to properly plan for adaptive land use and development on the Cocos (Keeling) Islands in light of a changing coastal environment.

A CHRMAP is a strategic planning document prepared under WA's State Planning Policy 2.6 - Coastal Planning Policy and provides guidance for decision-making within the coastal zone including development and land use change; establishment of foreshore reserves; and to protect, conserve and enhance coastal values. The CHRMAP will outline the best management pathway for coastal assets vulnerable to coastal hazards. As the release of the CHRMAP continues to be delayed, the outcomes of this project are currently unknown but will likely have a significant impact on the future planning of the islands. Some of the anticipated issues are listed below:

- Local Planning Scheme requires updating – Shire aims to work in conjunction with outcomes from CHRMAP.
- Limited opportunity for land development due to future island erosion risks

- Change in land use
- Potentially reduce the availability of leased land due to coastal erosion.
- Funding required for coastal protection projects or land adaptation projects.

### Commonwealth Airport Runway Upgrade

The Commonwealth is currently planning major upgrades to the West Island Airport runway that could potentially double the population on West Island for the duration of the project. The use of local labour may also have implications on the availability of on-island labour for Shire public works and capital projects. Whilst labour may be in short supply over the duration of the project, it is hoped that the experience and training gained by the local labour force will be a benefit from the project and provide improved skills available within the labour market once the project is completed. There may also be opportunity for other Shire resources and machinery to be utilised during these works.

Not with-standing this project, the Shire aims to maintain a stable workforce.

### IOT Waste Strategy

The current waste infrastructure provides relatively limited recycling or resource recovery opportunities or viable long term disposal options for residual waste from residents and businesses.

Department of Infrastructure, Transport, Regional Development and Communications and the Arts (DITRDCA) are seeking to improve waste management practices and performance in the IOT.

Whilst the recommended priority actions are still in development, the Draft IOT Waste Strategy identifies two options for residual waste as follows:

- Establishment of two small-scale incinerators
- Transportation off-island for consolidation/disposal

The Shire has operated an incinerator on Home Island since 2016. This incinerator was jointly funded by the Shire and Commonwealth, however has proven to not be fit for purpose and is no longer used due to the high operating and maintenance costs. Should the future strategy be to establish new incinerators, the Shire would also be seeking funding for the maintenance and operation of them.

The Shire seeks to improve waste ownership, accountability and acceptance of waste responsibility by stakeholders, particularly regarding obsolete assets that have created legacy waste issues on island. Without imposing obligations based on ownership of waste generators, the effective implementation of waste management strategies and actions is inhibited.

Improving the concept of waste ownership helps to improve end-of-life asset planning at the procurement stage, conserve natural resources, protect the environment and safeguard public health. With this in mind, the Shire plans to phase in itemised waste disposal fees for non-putrescible waste accepted at the Transfer Stations to recover the costs of removing some waste types off-island. Waste collection fees increased in 2023/24 to improve cost recovery of this service.

The Shire continues to investigate options to improve efficiency and reduce the cost of waste management to its residents. Indicative costs have been received for a new steel baler (\$700,000), two new incinerators (\$2,000,000) and other associated waste infrastructure (\$2,000,000). The Shire applied for funding under 'Growing Regions' program in 2023/24 to assist with meeting the obligations of the IOT Waste Management Strategy but unfortunately the application was unsuccessful in securing any funding. The Shire plans to continue to investigate possible funding options to improve waste infrastructure and process efficiencies.

The Shire will also review the potential to rationalise assets and vary operations to reduce expenditure, for example not replacing the two collection vehicles and introducing self-haul waste management. Disposal of some waste types will not be accepted at the Transfer stations and will fall completely on the owner to remove from island.

### West Island Quarantine Station / Shire Depot

The Shire currently leases a portion of the West Island quarantine station as the Shire Depot premises. The previously 12month lease has been extended to 24month peppercorn lease for 2024-2026. The Commonwealth will not currently enter into a longer-term lease for the premises, this uncertainty makes it difficult for the Shire to invest in works needed to improve the facility to an appropriate work, health and safety standard or forward plan on relocating the WI Shire depot.

### Land Trust Administration

As part of the Strategic Community Plan, the Shire has committed to initiating conversations with the community about the future of the land trusts. Whilst it is the aim of Shire to wind up the Land Trusts and provide the opportunity of home ownership to the Cocos Malay community on Home Island, this is a significant piece of work with support required from the local community and the Commonwealth Government as well as consideration of coastal erosion and other risks associated with allocating land on Home Island. As the outcome is currently unknown, the Long-Term Financial Plan continues the status quo of the Shire Administering the Land Trusts and Lease/Rental Properties, this includes but is not limited to;

- Inclusion of income from commercial and residential properties
- Continued employment of a Leasing Officer
- Significant legal costs
- Additional financial audit costs
- Cost of Rates not covered by subsidised Kampong rental income.
- Cost of maintenance not covered by subsidised Kampong rental income
- Significant insurance costs of Trust buildings (particularly 50% Shire contribution towards insuring leased Kampong residences and 100% insurance on rentals)

The Long Term Financial Plan, does allow for some legal costs and land surveying costs to improve records, clarify obligations and better understand the options/implications of winding up the land trusts.

## Service Level Information

The consideration of the Shire's service levels is critical to any financial forecasts as they link the community needs to its willingness to pay for the services to meet those needs.

As no growth in population is predicted, and support from the Federal Government is anticipated to continue, the level of service is forecast to remain stable.

Other than waste disposal fees and the cost of shipping waste off-island being incorporated from 2023/24 and continued into the future, the Shire of Cocos (Keeling) Islands does not have any further plans, or envisage the need, to significantly vary the level of services provided to the community over the life of this plan.

An overview of the current service levels provided by the Shire of Cocos (Keeling) Islands is available at Appendix C.

## Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to improve and formalise its risk-based management practices to improve the management identified risks.

The Shire aims to improve the experience and qualifications of personnel in areas of high risk by continuing to provide staff with ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to themselves, the community and the Shire.

## Capital Expenditure / Asset Maintenance

Local Governments are custodians of a significant value of community assets including infrastructure assets, buildings, plant and equipment and recreation facilities. The Shire currently has responsibility for planning the maintenance, renewal and upgrade of approximately:

- \$6.2m worth of road infrastructure assets
- \$3.8m in other infrastructure assets
- \$11.9m worth of Community Buildings & Facilities
- \$2.7m of plant & equipment
- \$31.9m of Land Trust Assets (Housing & Community/Commercial Buildings)

Given the significant value of these assets and the need to ensure that they are well maintained and fit for purpose into the future, asset management is an important responsibility of the Shire. Asset Management Plans (AMP) are used to help predict when each asset or asset component needs to be renewed, so that Council may then allocate its available funding based on an informed understanding of highest priorities. Asset Management Plans allow the Council to proactively identify the future funding requirements and initiate strategies to ensure the availability of funding when needed. These strategies are important to avoid deterioration of community assets and to alleviate any harsh rates fluctuations in individual years resulting from the need to respond to unanticipated asset failures.

Historically, incomplete or unreliable asset data sets (particularly in relation to asset condition) has hampered better practice financial planning for renewal or upgrade of the Shires assets. Consequently, investment decisions may have not been strategically prioritised or optimally performed. Funding allocations have potentially been reactive or opportunistic based on grant availability rather than strategically planned. The consequence of this is that funding allocations associated with significant future asset renewal or replacement may not be available in the year it is needed or capital grant funding is not allocated to the most beneficial or achievable project.

Having recognised and acknowledged the lack of strategic asset management, the Shire has begun progressing a program as well as staff training to enhance the asset datasets and inform the creation of strategically focused Asset Management Plans. In the interim, the Long-Term Financial Plan incorporates broad assumptions utilising available data to project renewal needs and timeframes. As more accurate data sets become available, the Asset Management Plans will be refined.

Asset Management Plans will also consider rationalisation of assets and take into account 'whole of life' costs.

## LTFP Modelling

### Qualifying Comments

It should be noted that the LTFP is a high-level strategic document that is used to assist in planning for the future and aligning our community aspirations, strategic intent and organisational capacity. As such, it is primarily intended for use as a planning tool to identify funding challenges and allow proactive interventions.

Included in the financial assumptions are anticipated movements in the consumer price index and wages growth. Unanticipated changes in any of these parameters, or government policy directions, are likely to have an impact on the financial modelling.

Indicative funding or cost estimates included in this plan may relate to broad proposals that:

- Have been approved by Council and are in progress
- Have been considered by Council but have yet to be given final approval to proceed
- Have only been considered by Council at a strategic or conceptual level
- Have only been considered by Shire Administrative Officers
- Are operational in nature and based on the continued delivery of existing services
- Are operational in nature and relate to the maintenance of Shire assets in accordance with management plans and maintenance plans.

Any assumptions in relation to the financial modelling parameters, projects or service proposals may subsequently be shown to be less than fully accurate in respect to likely funding requirements, timing or financial estimates, or they may not even eventuate at all. However, the Long-term financial plan is prepared on a basis of the best available information and knowledge to hand and is subject to ongoing review and revision.

Endorsement of the Long-Term Financial Plan by Council does not constitute an irrevocable commitment to any particular project or service, nor to its timing. Similarly, it does not preclude the possible subsequent inclusion of further initiatives in future years if the financial modelling and strategic direction of Council indicate that it could be supported without adversely impacting on the Shire's financial sustainability.

Details of the projected Financial Statements for the Shire are included at Appendix B.

This includes:

- Rate Setting Statement
- Statement of Comprehensive Income (by Nature or Type)
- Statement of Financial Position
- Fixed Asset Funding
- Reserve Statement

## Model Assumptions and Parameters

There are a number of financial parameters used in modelling this Long-term Financial Plan. Detailed below is some commentary to help readers understand the assumptions underpinning the financial model. Details of published Economic Forecasts published by WALGA and the Reserve Bank of Australia (RBA) are provided at Appendix A.

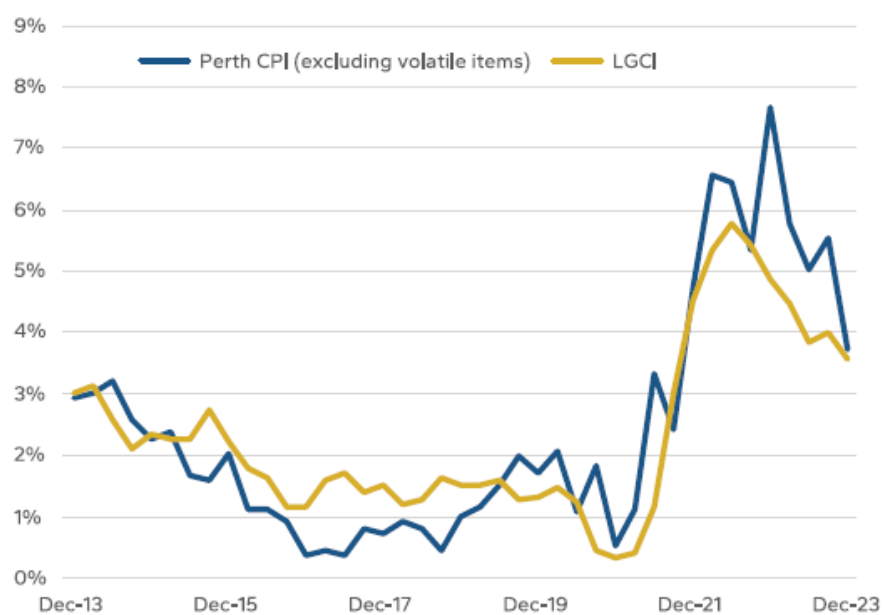
### Consumer Price Index

Australia's monetary policy is the responsibility of The Reserve Bank of Australia (RBA). The policy sets statutory objectives which makes the RBA duty bound to contribute to the stability of the currency, full employment and the economic prosperity and welfare of the Australian people. To achieve this the RBA has an 'inflation target' and seeks to keep consumer price inflation (CPI) in the economy to 2-3 per cent, on average, over the medium term.

Whilst inflation has increased from 3% in Sep 2021 to over 7% in 2023, it appears to be settling again, for the purposes of this report CPI going forward is forecast as 3.25% based on the WALGA Economic Briefing Paper and RBA Monetary Policy Forecast Table , with a longer-term inflation rate of 2.5%.

LGCI vs CPI  
(excluding volatile items), Annual % Change

SOURCE: ABS; WALGA



### Rates

The Shire imposes differential rates on Gross Rental valuations utilising the latest valuations supplied by the Valuer General for the following categories:

- GRV General Developed
- GRV Vacant Land
- GRV Business (including Holiday Accommodation)

Landgate valuations are due to be updated in 2024/25 ready for the 2025/26 rates strike. Though individual property valuations may change, the rate in the dollar for each category will be adjusted to equate to the appropriate increase in overall rate revenue.



The Shire does not envisage a change to the valuation categories for the duration of the LTFP.

With limited land availability within the Shire, there is no material growth assumed for the rate base.

Legislation requires that a Local Government's budget is to impose rates in order to make up the budget deficiency. Rates increases in the LTFP are forecast to increase by 3.5% throughout the life of the plan. This increase is estimated as 1% above inflation but more in-line with the Wage Price Index as employee costs make up a significant portion of Shire expenditure. Rates increases in the plan are capped at 3.5%, with such a small rate base, any further increase in rates would not have a material effect on revenue and only create an unnecessary burden on residents who already face the high cost of living and operating on the islands.

This document does not commit the Shire to these rate increases, rather it identifies the rates required to produce a balance budget while maintaining the required levels of service.

#### Commonwealth Financial Assistance Grants (Operating)

Financial Assistance Grants are modelled based on the base year and indexed by CPI for future years. The Financial Assistance Grants for the IOT are reviewed every 4 years and are currently being reviewed with any adjustment to take effect in 2025/26. The Shire will continue to lobby for increased funding to offset the high cost of operating on the islands.

#### Other Operating Grants & Contributions

Current known service agreement contracts or short-term grant agreements are modelled based on the agreed pricing schedule over the term of the contract. Operating Grants and Contributions that are assumed to continue into the longer term are indexed by CPI for future years.

#### Fees & Charges

Fees & Charges are modelled using the base year plus CPI for future years.

To note - the level of Private works could fluctuate dependant on Commonwealth projects. The Shire continues to liaise with the Commonwealth for more informed planning so that the Shire can better allocate its resources and not detract from being able to meet its own service requirements. This is particularly prevalent in the 'reactive' demand for coastal erosion/protection projects (sandbagging). As the extent of any private works is currently unknown the level of works is modelled as stable year on year.

#### Interest Income

The Shire earns interest on its operating bank account balance (Municipal funds). This account balance fluctuates during the year based on timing of grant income and major expenditure. This income is available for use in the general operating budget for the year. The interest rate on Municipal funds projected in the LTFP is based on the RBA cash rate less 1%.

The Shire also invests Reserve funds in term deposits. All investments are made in accordance with section 6.14 of the *Local Government Act 1995 (WA) (CKI)*. The time to maturity of term deposits is generally based on the cashflow requirements of the reserve funds. The forecast interest rate on term deposits is assumed as 4.5% for the 2024/25 budget year and then more conservatively at

3.0% going forward. The most recent rate received for invested funds in April 2024 was 4.58% on a three-month maturity.

#### Other Income

Other income is indexed year on year using the CPI rate.

The Long-Term Financial Plan includes significant “.cc” royalties/commissions commencing 2023/24. This income is restricted in a Reserve Fund for the purposes of funding the Shires ICT Strategic Plan as well as improving communication infrastructure on the islands.

#### Profit / Loss and Proceeds on Sale of Assets

Profit or loss from asset disposals have not been included in the Long-Term Financial Plan. For the purposes of this plan, proceeds on sales of assets (predominantly Plant & Equipment) are considered immaterial after taking into account the cost of removing the asset from the Islands.

#### Non-Operating Grants & Subsidies

Current known non-operating grant agreements are modelled based on the agreed pricing schedule over the term of the contract. Grants that are assumed to continue into the longer term are indexed by CPI for future years.

#### Employee Expenses

Salaries and wages are modelled using the base year (2024/25) indexed by the Wage Price Index per the ‘WA Treasury Mid-year Financial Projections Statement – WA Economic Outlook’ published in the WALGA Economic Briefing Paper March 2024 (refer Appendix A).

Superannuation increases progressively up to 12% in 2025/26 in accordance with the legislated Superannuation Guarantee Rate. The LTFP also estimates a 60% uptake of the 5% employer matching scheme in accordance with Shire Policy.

A detailed list of forecast positions is provided in the Long-Term Financial Plan report. These are based on the current Workforce plan or management expectations of future resource requirements to meet the required service levels. Whilst employee costs make up over 50% of the Shires operating expenses, approximately 95% of the Shire workforce are local residents.

Workers compensation is estimated as 2.1% of total salaries.

Other employee costs such as executive staff housing and relocation costs, staff flight allowances, staff uniforms, PPE, training and conference expenses and professional memberships are modelled on the base year plus CPI for future years. Training and development programs will be further refined as an outcome of the Performance Development Review process.

#### Materials & Contracts

Materials and Contracts are indexed using the forecast CPI rate.

These costs include, but are not limited to, building and maintenance materials, fuel, facility cleaning contractors, other building contractors, consultants, legal fees, auditor fees, postage & freight, telephone & internet expenses, minor office furniture and minor IT hardware and software

### Utility Expenses

Utilities are indexed using the Local Government Cost Index (LGCI) forecast as at March 2024 of 2.5% (refer appendix A).

An estimate of electricity utilities for the Telecommunications Hutts have been added from 2024/25, no other new utility connections / services are forecast.

### Interest Expenses

The Shire does not have access to WATC funds and as such does not have any borrowing costs.

Interest expense includes the finance portion associated with right of use asset leases. This includes the lease for the West Island Shire Administration Office. This lease is indexed annually by CPI and assumed to be renewed each 5 years. Should the Shire be required to relocate or construct a new WI depot, it is envisaged that this will also include an administration office.

### Insurance Expenses

The Shire currently engages LGIS for insurance cover. Insurance for the Shire of Cocos (Keeling) Islands is high compared to mainland Councils due to the islands cyclone exposure, remoteness and other environmental risks. Insurance expenses are forecast to increase by CPI each year.

### Other Expenditure

Other expenditure includes Member expenses and community funding program expenses. These are indexed using CPI.

### Depreciation

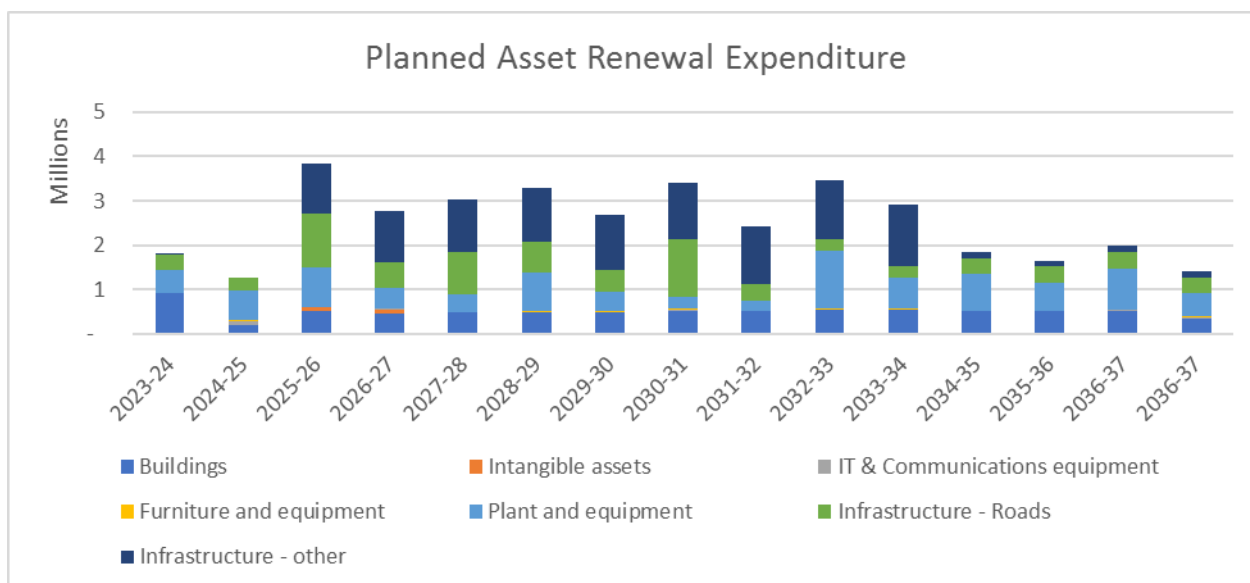
Depreciation expense increases through the Plan as assets are renewed.

### Contributions to / from Land Trusts

This includes the net income or expenditure of the 1979 and 1984 Land Trusts. The individual components of income and expenditure are indexed similar to the components above. This generally consists of income from property rental or leases and expenditure on land trust administration (legal advice, audit and accounting), lease administration, property maintenance, property capital renewals and property insurance.

### Capital Expenditure

Planned asset renewal expenditure has been determined by allocating forecast capital grant funding as well as other funds available after operating requirements to asset renewals. Allocation of these funds across the various classes has been undertaken to best meet the asset renewal expenditure required in the Asset Management Plans. The timing and level of expenditure for each asset class is summarised in the chart below.



### Reserve Strategy

The use of reserves is restricted by the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, each reserve is required to be established with a clearly defined purpose.

Reserves are established where it is prudent to set aside funds for a specific purpose expenditure in future years to:

- minimise the financial impact of major asset purchases
- minimise the financial impact of any unanticipated financial risks in any one year.
- Provide funds to take advantage of opportunities that arise and that are aligned with the strategic direction of the Shire (eg. meeting Shire contribution requirements of capital grant funding).
- Restrict specific income to cover specific expenditure items.

For the purposes of the Long-Term Financial Plan the follow assumptions have been made for reserve funding:

Interest earned on Reserve funds is allocated to the Reserve to potentially offset future inflation.

**Leave Reserve** – assumes the current balance plus interest is sufficient to cash back future leave liabilities. No further transfers in or out (other than interest).

**Plant Reserve** – transfer in equivalent of 100% Plant depreciation and transfer out current year Plant acquisitions. This smooths out the cost of plant replacement year on year in-line with asset consumption. Grant funding is generally not available for plant purchases.

**Buildings Reserve** - transfer in equivalent of 80% Shire Building depreciation and transfer out Shires contribution towards current year building renewals. This smooths out the cost of building renewals year on year in-line with asset consumption whilst assuming a certain level of renewal expenditure will be funded externally through non-operating grants.

**Furniture & Equipment Reserve** – transfer in equivalent of 50% furniture & equipment depreciation and transfer out current year acquisitions. This smooths out the cost of furniture replacement year on year in-line with asset consumption.

**Self Insurance Reserve** – this reserve ensures appropriate funds are held to cover the Excess payment liability on a major insurance claim. No further transfers in or out are currently required (other than interest). Given the high cost of insurance in the IOT, the Shire may reassess its insurance strategy in the future, potentially increasing reserve funding to ‘self-insure’ certain assets. This would be dependent on available funds and other priorities.

**Community Reserve** – to be used for the development of Home Island facilities. This may be used in lieu of the Buildings Reserve and to take advantage of potential grant opportunities that require a Shire contribution. Most recently, this Reserve was used to fund the Shire contribution towards the Home Island Retail Centre.

**Climate Adaptation Reserve** – for the purpose of providing for the needs of climate adaptation in the future. These funds may be used in response to any outcomes of the Commonwealth CHARMAP project, particularly on Home Island where the Shire administers most of the effected land. As the outcomes of this project are currently unknown, the LTFP does not draw on the current balance. Whilst the balance of this Reserve is not particularly high, any further contributions to the Reserve would be dependent on available funds and other competing projects at the time. The Shire has applied for ‘Disaster Ready Funding’ to cover sandbagging and preventative works to be undertaken over the next 5 years. The outcome of this funding application is to be announced in 2024/25. As the outcome is currently unknown, they have not been included in the 2024/25 budget and a variation would be required. The Shire anticipates Commonwealth funding or other resources to assist in the delivery of climate adaptation projects once the outcomes of the CHARMAP are revealed.

**Land Trust Administration Reserve** – to provide funds for the future administration and potential winding-up of the 1979 and 1984 Land Trusts. As part of the current Strategic Community Plan and Corporate Business Plan, the Shire has committed to pursuing the potential winding up of the Land Trusts to both benefit the local community and improve Shire administration efficiencies. Whilst the project will require Commonwealth support, this piece of work is expected to incur significant legal fees. As the outcome and timing of this project is not currently known, the current LTFP does not draw on these funds other than to cover some legal costs. The LTFP will be updated as more information becomes available.

**IT & Communications Reserve** – this Reserve is provided to restrict “.cc” income to fund Shire ICT costs and other island wide communication/connectivity improvement initiatives. For the LTFP, all .cc commission & revenue is transferred into the Reserve and the Shire ICT operating, and capital expenditure is transferred out of the reserve with the balance being available for island wide communication improvement projects. This income is significant and new to the Shire in 2023/24, the Shire is working with CCIT to maintain and improve communication services to the Islands with the recent departure of IOTT

**Waste Management Reserve** – for the purpose of restricting refuse collection and transfer station gate fees to funding waste management operations. This includes expenditure on off-island disposal, on-island disposal/storage/handling, refuse collection and transfer station maintenance across both Home and West Islands. This ensures that the Shire is not over charging for waste management. Should the income in one year be higher than the expenditure, this income will be

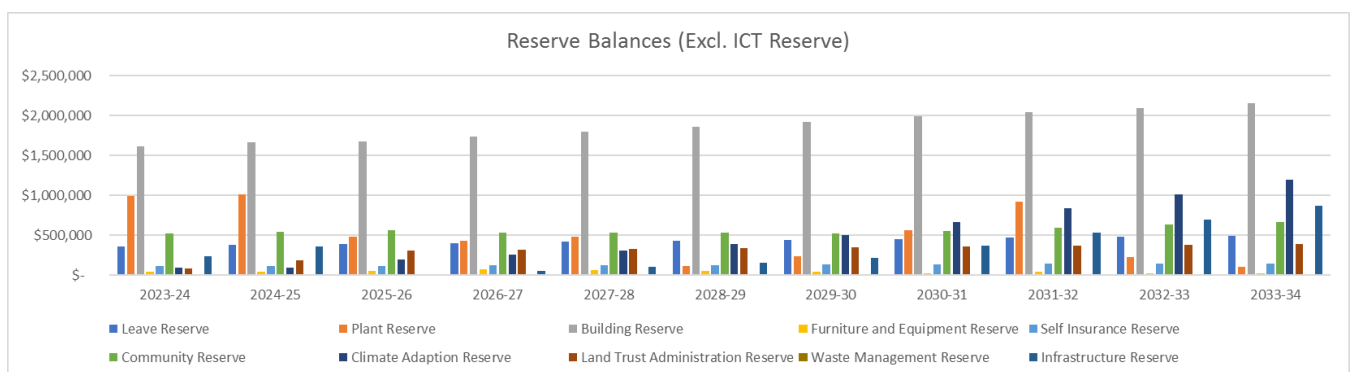
carried forward for future waste management and off-island disposal. As resident waste fees continue to be heavily subsidised, the Shire does not anticipate any ongoing balance in this Reserve.

**Infrastructure Reserve** – for the purpose of putting aside money over a period of time to fund large infrastructure projects. As major roadworks on West Island require specific resources not currently available on island, the Shire hopes to leverage available plant and expertise available on island post the Commonwealth runway project. As a long term strategy it is proposed that a portion of funding for West Island roadworks is put aside each year so that the West Island roads can be renewed as one major project. This cashflow has been incorporated into the LTFP modelling.

Other major infrastructure projects may include West Island depot works. Prioritisation of projects would need to occur based on the balance of funds in this Reserve.

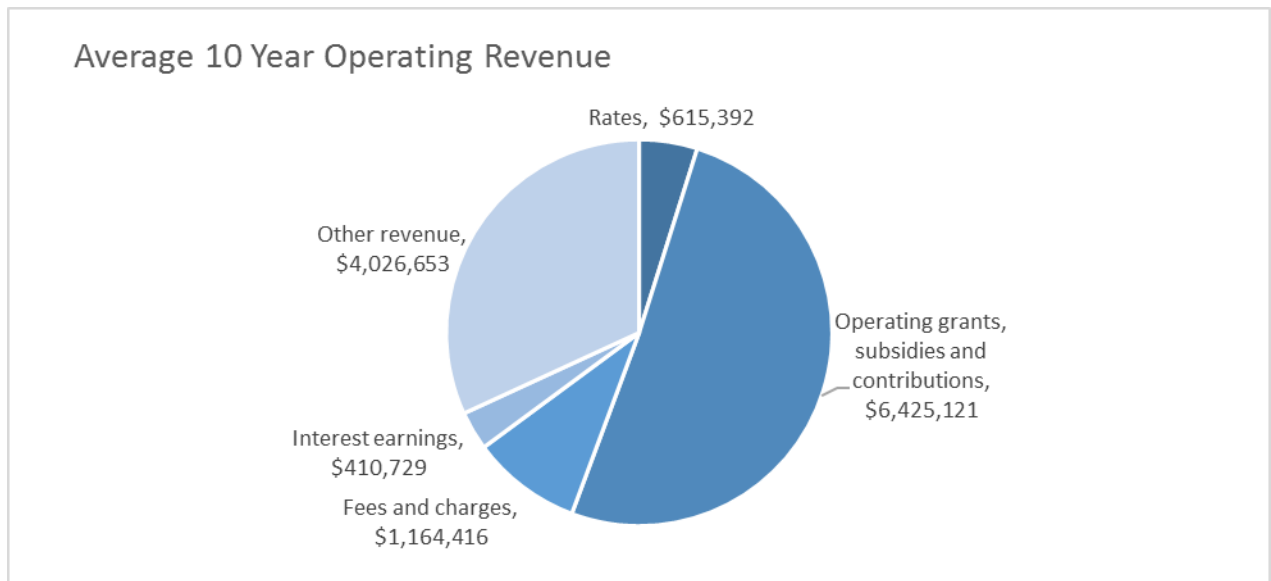
The below graph shows Reserve Balances over the next 10 years.

The predominant increase is a result of .cc funds allocated to the IT & Communications Reserve, yet to be allocated to relevant communications projects.

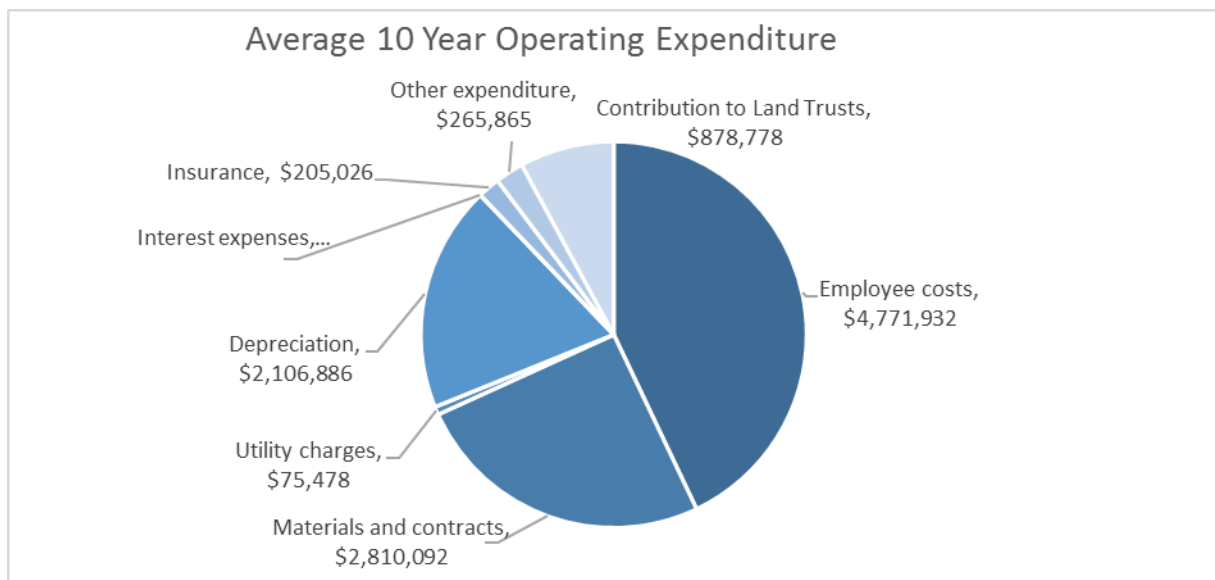


## Source and Application of Funds

The following graph shows the 10-year average of the source of operating revenue.



The application of funds to operating expenditure averaged over the 10 years is shown below.



## APPENDIX A: Forecast Indices

Source: WALGA Economic Briefing March 2024

### WA Treasury Economic Forecasts

Economic Forecasts	2022-23 % Actual	2023-24 % Forecast	2024-25 % Forecast	2025-26 % Forecast	2026-27 % Forecast
Gross State Product	3.5	1.75	2.0	2.0	1.75
Household Consumption	3.5	2.5	2.25	2.5	2.5
Business Investment	4.3	8.5	5.5	4.75	3.75
Dwelling Investment	-2.5	12.0	7.75	0.25	2.0
Good Exports	4.7	-0.5	1.75	1.75	0.75
Good Imports	7.8	3.25	2.5	2.25	2.0
Employment Growth	2.8	2.5	1.75	1.25	1.5
Unemployment Rate	3.5	3.75	4.0	4.25	4.5
Wage Price Index	4.2	4.25	3.5	3.25	3.0
Population	3.1	2.4	1.7	1.7	1.7

SOURCE: WA TREASURY

### LGCI Table

Component	Weighting	2022-23 (a)	2023-24 (f)	2024-25 (f)	2025-26 (f)	2026-27 (f)
Employee costs	35%	4.2	4.3	3.8	3.5	3.3
Materials and contracts	28%	4.3	4.5	3.1	2.8	2.8
Furniture	1%	5.8	1.8	1.4	1.4	1.4
Non-residential building	5%	1.0	3.5	2.6	1.0	1.1
Machinery and Equipment	5%	11.5	3.4	2.8	2.5	2.5
Non-road infrastructure	9%	3.3	2.8	2.2	1.8	2.2
Road and bridge construction	10%	3.8	2.0	1.8	2.2	2.7
Utilities	3%	2.5	2.5	2.5	2.5	2.5
Insurance	1%	12.4	11.6	8.5	5.0	3.0
Other	3%	6.2	4.0	3.0	2.8	2.5
<b>LGCI</b>	<b>100%</b>	<b>4.4</b>	<b>3.9</b>	<b>3.1</b>	<b>2.8</b>	<b>2.8</b>



Table 3.1: Detailed Forecast Table<sup>(a)</sup>Percentage change through the four quarters to quarter shown, unless otherwise specified<sup>(b)</sup>

	Dec 2023	Jun 2024	Dec 2024	Jun 2025	Dec 2025	Jun 2026
<b>Activity</b>						
Gross domestic product	1.5	1.3	1.8	2.1	2.3	2.4
Household consumption	0.4	0.8	1.7	2.4	2.6	2.6
Dwelling investment	-0.2	-1.6	-1.5	0.3	2.0	3.5
Business investment	7.6	1.2	1.2	1.6	1.8	2.2
Public demand	4.0	2.2	1.1	2.1	2.8	3.0
Gross national expenditure	1.4	1.5	1.9	2.4	2.7	2.7
Major trading partner (export-weighted) GDP	3.5	3.1	3.1	3.1	3.0	3.0
<b>Trade</b>						
Imports	6.0	2.6	3.9	4.0	3.9	4.2
Exports	5.3	2.1	3.1	2.5	2.4	2.7
Terms of trade	-4.1	-1.1	-4.2	-5.0	-3.6	-2.5
<b>Labour market</b>						
Employment	3.0	2.0	1.2	1.2	1.4	1.5
Unemployment rate (quarterly, %)	3.8	4.2	4.3	4.4	4.4	4.4
Hours-based underutilisation rate (quarterly, %)	5.2	5.8	6	6.2	6.2	6.2
<b>Income</b>						
Wage Price Index	4.1	4.1	3.7	3.6	3.4	3.2
Nominal average earnings per hour (non-farm)	5.5	7.0	4.3	3.9	3.8	3.7
Real household disposable income	-1.5	-0.8	2.5	3.9	3.5	2.7
<b>Inflation</b>						
Consumer Price Index	4.1	3.3	3.2	3.1	2.8	2.6
Trimmed mean inflation	4.2	3.6	3.1	3.0	2.8	2.6

(a) Forecasts finalised on 31 January.

(b) Forecasts are rounded to the first decimal point. Shading indicates historical data.

(c) The cash rate is assumed to move broadly in line with expectations derived from surveys of professional economists and financial market pricing.

(d) The daily exchange rate (TWI) is assumed to be unchanged at its current level going forward.

(e) Oil prices are assumed to remain constant at the current price over the current quarter. For the rest of the forecast period oil prices are expected to remain around the price implied by the six-month-forward rate.

(f) The population assumption draws on a range of sources, including partial indicators from the Australian Bureau of Statistics, migration policies, and estimates made by the Australian Government.

(g) GDP per hour worked (non-farm).

(h) Household savings rate refers to the ratio of household saving (disposable income minus consumption) to household disposable income, net of depreciation.

(i) Real Wage Price Index and non-farm average earnings per hour worked are both deflated by Consumer Price Index.

Sources: ABS; Bloomberg; CEIC Data; Consensus Economics; LSEG; RBA.

## APPENDIX B: Long term Financial Plan – Financial Statements/Reports

### Financial Statements

The forecast financial statements have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations.

#### STATEMENTS OF COMPREHENSIVE INCOME

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by Nature to disclose a net result.

#### STATEMENT OF FINANCIAL POSITION

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

#### STATEMENT OF CHANGES IN EQUITY

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

#### STATEMENT OF CASHFLOWS

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

#### STATEMENT OF FINANCIAL ACTIVITY

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current budget surplus (deficit) funding position for each year.

#### STATEMENT OF NET CURRENT ASSET COMPOSITION

A statement showing how the closing estimated surplus/deficit has been calculated.

#### STATEMENT OF FIXED ASSET FUNDING

A summary of the capital expenditure by asset class and the source of funding for each class.

#### NATURE

A number of statements in the Plan are disclosed using 'nature' descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the Local Government (Financial Management) Regulation 1996.

## APPENDIX C: Service Level Overview

Local governments deliver a range of services to meet the needs and wants of their communities.

This is called service delivery and covers:

- internal services such as governance, strategic planning, HR, finance
- external services such as waste collection, ranger services, libraries, events, parks and facility maintenance and development application processing

An overview of the services the Shire currently provides are listed below:

### Governance

- Elected Members
- Council Agenda / Meetings
- Council Policy development
- Integrated Planning
  - Community Strategic Plan
  - Corporate Business Plan
  - Long Term Financial Plan
  - Workforce Plan
  - ICT Strategic Plan
  - Asset Management Plans
- Governance audits and compliance
- Records Management
- Building Control
- Town Planning
- Camping Permits / Anchorage

### Law, Order & Public Safety

- Local Laws

The Shire is currently undertaking a review of Local Laws with the intention of introducing new Laws

  - Waste Management Local Laws
  - Single Use Plastic Bottles Local Laws
  - Animals Environment and Nuisance Local laws
- Ranger Services
  - Feral Animal Control (Cat control & rooster culling programs)
  - Coordination of annual veterinary visit for cat de-sexing, registration and micro-chipping program.
  - Investigate building control compliance
  - Investigate illegal dumping for referral to DWER
  - Partner with Parks Australia in a mentoring capacity and receive advise on best practice natural resource management techniques for land managed by the Shire. Parks Australia and the Shire share knowledge, operate a joint environmental and conservation workers team and collaborate on the same activities for time efficiency and effectiveness.

- Fisheries Ranger under service agreement with Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

### Emergency Management

- Manage the Cyclone Shelter on Home Island
- Involvement with West Island Emergency Management Committee (EMC)
- Inspections of West Island Cyclone Shelter- under Service Agreement with Commonwealth Government.

### Health

- Pest Control
  - Ranger Services
    - Macao Paper Wasp Management (Communications and Home Island spraying) under Service Agreement with DPIRD.
    - Siam Weed control under Service Agreement with DPIRD.
    - General mosquito fogging, rat baiting
- Coordination of Food and Trading permits in accordance with the Health Act

### Motor Vehicle Registry

- Vehicle registration administration services provided on behalf of Department of Transport – funded under Service Agreement

### Customer Service

- Shire Office on Home Island open 5 days per week.
- Shire Office on West Island open 1 day per week or by appointment (potentially increase West Island opening hours to 2 days per week dependant on MVR funding).

### Administration, Finance and Corporate Services Overheads

- Transactional Services - Debtors / Creditors / Cash receipting
- Human Resources / Payroll
- Information & Communications Technology
- Financial Reporting –
  - Annual Financial Reporting
  - Annual Budget
  - Mid-Year Budget Review
  - Monthly Financial Reporting
  - Internal Management Reporting
  - Grant acquittals
  - other analysis
- Financial Audits / Other Funding Acquittals
- Asset revaluations
- ATO reporting – BAS, FBT, DFR, TPAR and PAYG
- Staff housing
- Insurance

- Office overheads

## Rates

- Rates Assessment Notices / Instalment Notices
- Liaison with Land Gate and Valuer General
- Maintain Shire Rates Property register and valuations
- Debt collection
- Bin services billing

## Community Development

- Community funding / grant programs
- Community events
- Community sporting programs / school holiday programs
- Market Days – Home Island
- Coordination of Youth & Seniors Groups
- Libraries (Home & West Island) – including Better Beginnings Program
- Heritage Conservation – Museum, Jukong and Oral Histories programs
- Indoor Gym facility – Home Island
- Hire of public facilities – Cyclone Shelter, Pondok
- Provision of community newsletter (The Atoll) – funding to CRC

## Waste / Sanitation

- Dependant on IOT Waste Strategy
- Potential for Commonwealth to fund a new incinerator for each island

### Current Services

- Manage three waste premises Licensed under the Environmental Protection Act 196 (WA)(CKI) Part V.
- Assets duplicated on Home Island and West Island – Transfer station buildings, rubbish trucks, loaders, can crusher, cardboard baler.
- Transfer Station opening hours for acceptance of waste (Home Island & West Island)
- Kerbside pickups (Home & West Island)
  - 2x kerbside pickups per week – Putrescible waste
  - 1x kerbside pickup per fortnight - Recycling
- Glass and aluminium cans recycling
- Greenwaste
- Coordination of off island disposal for non-putrescible waste

Potential to rationalise assets and vary operations to reduce expenditure, for example not replacing the two collection vehicles and introducing self-haul waste management.

## Public Works - Capital Works & Maintenance Programs

Capital projects are heavily reliant on funding from the Federal Government. Whilst it is ideal to utilise such funding when it is available, the Shire has over committed to capital expansion projects in the last 5 years, seeing many projects delayed and over budget as well as lacking consideration of the future maintenance costs of the new assets.

The Shire does not plan to continue an extensive capital expansion program with resources being used primarily for the maintenance and renewal of existing assets.

The Shire of Cocos (Keeling) Islands is also in a unique position that despite its small population, the Shire is required to duplicate several assets and services over two very different inhabited islands (Home Island and West Island) as well as other non-inhabited islands (Direction Island). This includes duplication of fleet (light vehicles and heavy plant), two separate works depots, two transfer stations and two administration offices, all of which come at a cost.

Historically, incomplete or unreliable asset data sets (particularly in relation to asset condition) has hampered better practice financial planning for renewal or upgrade of the Shires assets.

The Shire has begun progressing a program as well as staff training to enhance the asset datasets and inform the creation of strategically focused Asset Management Plans.

Essential infrastructure required for operation such as waste management facilities and works depot on West Island should be the only 'new' capital expenditure.

## Roads Maintenance

The Shire is currently responsible for maintaining 11km of sealed roads and 12km of unsealed roads.

Home Island roads are predominantly paved with some further unsealed roads. The Shire currently undertakes at least one re-paving project per year predominantly funded from 'Roads to Recovery' Grants and Commonwealth Supplementary Roads Funding. Similar levels of funding are assumed to continue into the future.

West Island roads are predominantly sealed bitumen with the South end road being unsealed. Maintenance of unsealed roads can be problematic due to lack of road base materials, flood inundation and the risk of coastal erosion. Upgrades to Sydney Highway between the West Island town site and the Rumah Baru Port facilities are expected to occur during the Commonwealth Runway Upgrade project, as such the Shire has not undertaken any major renewal works on this road during the last few years.

The opportunity to undertake additional resealing works on the remainder of the sealed road network should be taken whilst appropriate resources are on island.

## Parks & Reserves

The Shire maintains Parks and Reserves on Home Island, West Island and Direction Island. These services include but are not limited to;

- Road verge mowing and tree pruning
- Parks mowing & tree pruning
- Coconut tree de-nutting
- Community Garden – Home Island
- Shire Nursery & Island revegetation programs

- Maintenance of Trails (Bi-Centenary trail – West Island, Heritage Trails – Direction Island)
- Home Island Cemetery Maintenance

The Shire has resolved to ‘hand back’ a number of Land Management Orders relating to Commonwealth lands including foreshore parcels on West Island and Lot 14 Home Island.

### Community Amenities

This Long term Plan does not envisage the construction of any new community amenities, but maintains existing playgrounds, shelters, BBQ’s, public toilets and other beach infrastructure. Future asset management may also consider rationalisation of assets.

The Shire currently provides and maintains the following amenities:

- West Island
  - Trannies Beach – Playground, shelters, deck, beach access stairs, BBQ & toilet
  - Scout Park – Shelter, BBQ, fire pit & toilet
  - Yacht Club – Playground, BBQ’s, shelters, toilets
  - Central Park (Buffett Close) – Playground, shelters, mini golf course
  - William Keeling – Various Shelters/seating
  - The Spot – Beach access stairs, BBQ & shelter
  - Birdhide – Fresh Water Lake
  - Tennis Courts – Courts, shelter & lighting (lighting utility currently covered by Tennis Club)
- Home Island
  - Sandy Point – Playground, toilets, disabled beach access wheelchair (including shed)
  - Foreshore shelters / seating
  - Pondok Indah – gazebo and toilets
  - Tennis Courts – shelters, shed & lighting
  - Industrial area – toilets
  - Community Resource Centre – toilets
  - Sailing club shelter
- Direction Island
  - Beach Shelters x7
  - Camping Grounds – Water tanks, fire pits
  - Emden Memorial Pavilion
  - 2x Toilet blocks
  - Heritage Trail

### Boat Ramps

- Ownership and maintenance of 7x Boat ramps on Home Island (possibly reduced over next 10 years if maintenance becomes unfeasible)
- Maintenance of 1x Boat ramps on West Island (South End)
  - The old Rumah Baru Boat ramp is currently untenable – the Shire continues to pursue Commonwealth to provide a serviceable boat ramp on West Island (in-line with Christmas Island). Dependant on funding and CHARMAP process.
  - A temporary ramp has been established at the end of Mahoon Road.

## Property Maintenance / Leasing (Shire assets)

The cost of provision of properties include maintenance, utilities and insurance (recouped under lease or hire arrangements where possible).

- Public Halls – Home Island Cyclone Shelter
- Retail Centre – Home Island
- Community Resource Centre – Home Island
- LIA Sheds – Home Island and West Island
- Container Park – Home Island

Note: Other Home Island properties and some West Island land plots are leased under the 1979 & 1984 Land Trusts (refer Land Trust Administration)

## Private Works

Major works:

- Sandbagging under service agreement with Commonwealth or other agencies
- Dependant on response to CHARMAP but assume major sandbagging works for Commonwealth to continue

Ports / Linx works

- Mechanical Services

Other Private works:

- Civil works construction
- General maintenance
- Sand delivery
- Labour hire
- Wet plant hire
- Rat baiting

## Land Trust Administration

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 (SCP) 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 they 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.

An action item within the Corporate Business Plan, includes in 2023-2024, the Shire initiating conversations with the community about the future of the land trusts. Whilst it is the aim of Shire to wind up the Land Trusts, this is a significant piece of work with an unknown outcome. The current Long Term Financial Plan continues the status quo of the Shire Administering the Land Trusts and Lease/Rental Properties.

This generally consists of income from property rental or leases and expenditure on land trust administration (legal advice, audit and accounting), lease administration, property maintenance, property capital renewals and property insurance.

SHIRE OF COCOS (KEELING) ISLANDS  
 FORECAST STATEMENT OF COMPREHENSIVE INCOME  
 BY NATURE OR TYPE

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
	Actual	Actual	Actual	Actual	Forecast Actual	Current Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Revenue</b>																
Rates	413,333	400,655	430,999	433,655	500,460	524,569	542,929	561,931	581,599	601,955	623,023	644,829	667,398	690,757	714,934	
Operating grants, subsidies and contributions	4,007,894	4,336,339	4,677,341	5,047,049	5,542,674	5,661,002	5,795,250	5,989,845	6,148,092	6,351,603	6,515,139	6,703,322	6,850,275	7,043,985	7,192,699	
Fees and charges	593,752	439,696	560,999	1,455,653	1,023,983	1,064,788	1,094,981	1,088,703	1,114,910	1,142,150	1,169,442	1,197,938	1,226,979	1,256,765	1,287,508	
Interest earnings	42,814	13,401	8,713	126,553	274,330	288,650	294,710	309,483	344,354	384,297	410,711	451,550	501,350	552,642	569,547	
Other revenue	41,399	39,231	128,331	142,930	2,150,304	4,034,610	4,023,298	4,023,882	4,024,478	4,025,089	4,025,717	4,026,359	4,027,018	4,027,694	4,028,386	
Contribution from Land Trusts	0	0	113,649	0	0	0	0	0	0	0	0	0	0	0	0	
	<b>5,099,192</b>	<b>5,229,322</b>	<b>5,920,032</b>	<b>7,205,840</b>	<b>9,491,751</b>	<b>11,573,619</b>	<b>11,751,168</b>	<b>11,973,844</b>	<b>12,213,433</b>	<b>12,505,094</b>	<b>12,744,032</b>	<b>13,023,998</b>	<b>13,273,020</b>	<b>13,571,843</b>	<b>13,793,074</b>	
<b>Expenses</b>																
Employee costs	(2,473,145)	(2,685,626)	(3,031,680)	(3,562,125)	(4,094,039)	(4,126,807)	(4,169,603)	(4,444,658)	(4,574,678)	(4,707,267)	(4,847,176)	(4,988,242)	(5,134,744)	(5,285,996)	(5,440,147)	
Materials and contracts	(1,060,767)	(1,283,977)	(1,378,074)	(1,302,568)	(1,708,653)	(2,559,959)	(2,507,994)	(2,629,282)	(2,650,630)	(2,694,837)	(2,908,970)	(2,926,714)	(2,960,927)	(3,120,164)	(3,141,446)	
Utilities	(54,544)	(56,007)	(64,038)	(54,163)	(39,943)	(67,370)	(69,057)	(70,781)	(72,551)	(74,365)	(76,223)	(78,128)	(80,082)	(82,084)	(84,136)	
Depreciation Of Non-Current Assets	(1,262,832)	(1,263,454)	(1,145,961)	(1,368,269)	(1,494,675)	(1,504,592)	(1,454,304)	(1,648,842)	(1,844,005)	(2,012,745)	(2,222,035)	(2,402,501)	(2,518,704)	(2,677,121)	(2,784,011)	
Interest expenses	0	0	(954)	(1,086)	(867)	(822)	(550)	(272)	(1,180)	(1,958)	(1,490)	(1,004)	(501)	(1,269)	(2,068)	
Insurance	(136,822)	(129,594)	(134,448)	(170,029)	(173,870)	(183,004)	(187,578)	(192,266)	(197,076)	(202,001)	(207,051)	(212,228)	(217,534)	(222,972)	(228,547)	
Other expenditure	(53,064)	(45,615)	(55,914)	(73,742)	(107,037)	(260,500)	(241,313)	(247,246)	(253,302)	(259,484)	(265,796)	(273,242)	(279,822)	(285,543)	(292,405)	
Contribution to Land Trusts	(6,325)	(1,071,660)	0	(273,096)	(579,326)	(949,752)	(1,080,735)	(797,682)	(770,958)	(734,533)	(755,148)	(843,737)	(875,458)	(951,419)	(1,028,362)	
	<b>(5,047,499)</b>	<b>(6,535,933)</b>	<b>(5,811,069)</b>	<b>(6,805,078)</b>	<b>(8,198,410)</b>	<b>(9,652,806)</b>	<b>(9,711,134)</b>	<b>(10,031,029)</b>	<b>(10,364,380)</b>	<b>(10,687,190)</b>	<b>(11,283,889)</b>	<b>(11,725,796)</b>	<b>(12,067,772)</b>	<b>(12,626,568)</b>	<b>(13,001,122)</b>	
Non-Operating Grants, Subsidies And Contributions	451,381	1,329,070	974,877	1,104,399	527,093	257,654	850,000	340,000	689,309	360,000	380,000	1,390,000	420,000	420,000	440,000	
Profit on asset disposals	14,300	0	18,570	8,684	0	20,500	0	0	0	0	0	0	0	0	0	
Loss On Sale Of Assets	0	0	0	(14,430)	(61,068)	(44,660)	0	0	0	0	0	0	0	0	0	
	<b>465,681</b>	<b>1,329,070</b>	<b>993,447</b>	<b>1,098,653</b>	<b>466,025</b>	<b>233,494</b>	<b>850,000</b>	<b>340,000</b>	<b>689,309</b>	<b>360,000</b>	<b>380,000</b>	<b>1,390,000</b>	<b>420,000</b>	<b>420,000</b>	<b>440,000</b>	
<b>Net result for the period</b>	<b>517,374</b>	<b>22,459</b>	<b>1,102,410</b>	<b>1,499,415</b>	<b>1,759,366</b>	<b>2,154,307</b>	<b>2,890,034</b>	<b>2,282,815</b>	<b>2,538,362</b>	<b>2,177,904</b>	<b>1,840,143</b>	<b>2,688,202</b>	<b>1,625,248</b>	<b>1,365,275</b>	<b>1,231,952</b>	
<b>Other comprehensive income for the period</b>																
Changes in asset revaluation surplus	0	0	1,349,961	121,062	-	-	-	-	-	-	-	-	-	-	-	
<b>Total other comprehensive income for the period</b>	<b>0</b>	<b>0</b>	<b>1,349,961</b>	<b>121,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total comprehensive income for the period</b>	<b>517,374</b>	<b>22,459</b>	<b>2,452,371</b>	<b>1,620,477</b>	<b>1,759,366</b>	<b>2,154,307</b>	<b>2,890,034</b>	<b>2,282,815</b>	<b>2,538,362</b>	<b>2,177,904</b>	<b>1,840,143</b>	<b>2,688,202</b>	<b>1,625,248</b>	<b>1,365,275</b>	<b>1,231,952</b>	

SHIRE OF COCOS (KEELING) ISLANDS  
FORECAST STATEMENT OF FINANCIAL POSITION

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
	Actual	Actual	Actual	Actual	Forecast Actual	Current Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>CURRENT ASSETS</b>																
Unrestricted Cash and equivalents	1,288,945	534,470	1,194,985	1,140,719	64,133	76,225	64,831	53,096	41,009	28,559	15,735	2,527	(11,077)	(25,090)	(39,523)	
Restricted Cash and equivalents	2,672,145	3,020,601	3,679,057	3,390,613	5,564,187	8,021,799	8,525,567	9,699,701	11,043,220	11,936,118	13,310,299	14,983,515	16,706,813	17,284,322	18,396,987	
Trade & other Receivables	215,265	452,886	424,047	291,197	255,360	205,360	205,360	205,360	205,360	205,360	205,360	205,360	205,360	205,360	205,360	
Inventories	36,024	32,751	32,751	37,054	10,409	10,409	10,409	10,409	10,409	10,409	10,409	10,409	10,409	10,409	10,409	
Other Assets	0	0	26,997	73,291	145,998	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL CURRENT ASSETS</b>	<b>4,212,379</b>	<b>4,040,708</b>	<b>5,357,837</b>	<b>4,932,874</b>	<b>6,040,087</b>	<b>8,313,793</b>	<b>8,806,167</b>	<b>9,968,566</b>	<b>11,299,998</b>	<b>12,180,446</b>	<b>13,541,803</b>	<b>15,201,811</b>	<b>16,911,505</b>	<b>17,475,001</b>	<b>18,573,233</b>	
<b>NON-CURRENT ASSETS</b>																
Land	0	0	0	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	
Property, Plant & Equipment	12,674,510	13,052,772	12,646,353	14,112,324	14,501,127	14,505,718	15,072,911	15,098,868	15,021,419	15,374,932	15,227,059	14,916,592	14,524,415	15,240,331	15,357,490	
Infrastructure	7,965,310	7,873,728	10,198,963	10,045,687	9,943,551	9,721,337	11,483,513	12,503,944	13,805,546	14,766,656	15,409,724	16,764,034	17,086,551	17,188,581	17,222,453	
Intangible Assets	0	0	0	5000	3,997	2,997	76,496	145,763	128,702	112,638	96,574	80,510	64,446	48,382	32,318	
Leased Assets	0	0	50,030	41,419	31,697	19,807	11,812	3,213	55,802	43,382	30,613	17,455	3,969	60,964	47,406	
<b>TOTAL NON-CURRENT ASSETS</b>	<b>20,639,820</b>	<b>20,926,500</b>	<b>22,895,346</b>	<b>24,554,430</b>	<b>24,830,372</b>	<b>24,599,859</b>	<b>26,994,732</b>	<b>28,101,788</b>	<b>29,361,469</b>	<b>30,647,608</b>	<b>31,113,970</b>	<b>32,128,591</b>	<b>32,029,381</b>	<b>32,888,258</b>	<b>33,009,667</b>	
<b>TOTAL ASSETS</b>	<b>24,852,199</b>	<b>24,967,208</b>	<b>28,253,183</b>	<b>29,487,304</b>	<b>30,870,459</b>	<b>32,913,652</b>	<b>35,800,899</b>	<b>38,070,354</b>	<b>40,661,467</b>	<b>42,828,054</b>	<b>44,655,773</b>	<b>47,330,402</b>	<b>48,940,886</b>	<b>50,363,259</b>	<b>51,582,900</b>	
<b>CURRENT LIABILITIES</b>																
Trade and Other Payables	327,399	247,924	378,496	424,668	153,010	153,010	153,010	153,010	153,010	153,010	153,010	153,010	153,010	153,010	153,010	
Other liabilities (Unspent Capital/Operating Grants)	0	68,370	736,109	192,631	98,206	0	0	0	0	0	0	0	0	0	0	
Employee related provisions	353,444	397,904	413,148	518,768	518,768	518,768	518,768	518,768	518,768	518,768	518,768	518,768	518,768	518,768	518,768	
Current Lease Liability	0	0	10,914	11,902	12,908	13,185	13,688	2,616	12,634	13,436	14,265	15,119	3,289	13,741	14,598	
<b>TOTAL CURRENT LIABILITIES</b>	<b>680,843</b>	<b>714,198</b>	<b>1,538,667</b>	<b>1,147,969</b>	<b>782,892</b>	<b>684,963</b>	<b>685,466</b>	<b>674,394</b>	<b>684,412</b>	<b>685,214</b>	<b>686,043</b>	<b>686,897</b>	<b>675,067</b>	<b>685,519</b>	<b>686,376</b>	
<b>NON-CURRENT LIABILITIES</b>																
Employee related provisions	18,262	77,457	47,266	61,037	61,037	61,037	61,037	61,037	61,037	61,037	61,037	61,037	61,037	61,037	61,037	
Non Current Lease Liability	0	0	39,326	29,897	18,763	5,578	2,288	0	42,733	30,614	17,361	2,934	0	46,646	33,478	
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>18,262</b>	<b>77,457</b>	<b>86,592</b>	<b>90,934</b>	<b>79,800</b>	<b>66,615</b>	<b>63,325</b>	<b>61,037</b>	<b>103,770</b>	<b>91,651</b>	<b>78,398</b>	<b>63,971</b>	<b>61,037</b>	<b>107,683</b>	<b>94,515</b>	
<b>TOTAL LIABILITIES</b>	<b>699,105</b>	<b>791,655</b>	<b>1,625,259</b>	<b>1,238,903</b>	<b>862,692</b>	<b>751,578</b>	<b>748,791</b>	<b>735,431</b>	<b>788,182</b>	<b>776,865</b>	<b>764,441</b>	<b>750,868</b>	<b>736,104</b>	<b>793,202</b>	<b>780,891</b>	
<b>NET ASSETS</b>	<b>24,153,094</b>	<b>24,175,553</b>	<b>26,627,924</b>	<b>28,248,401</b>	<b>30,007,767</b>	<b>32,162,074</b>	<b>35,052,108</b>	<b>37,334,923</b>	<b>39,873,285</b>	<b>42,051,189</b>	<b>43,891,332</b>	<b>46,579,534</b>	<b>48,204,782</b>	<b>49,570,057</b>	<b>50,802,009</b>	
<b>EQUITY</b>																
Retained Surplus	13,411,578	13,085,581	13,529,534	15,317,394	14,903,186	14,599,881	16,986,147	18,094,828	19,289,671	20,574,677	21,040,639	22,055,625	21,957,575	22,745,341	22,864,628	
Reserves Cash-Backed	2,672,145	3,020,601	3,679,058	3,390,613	5,564,187	8,021,799	8,525,567	9,699,701	11,043,220	11,936,118	13,310,299	14,983,515	16,706,813	17,284,322	18,396,987	
Revaluation Surplus	8,069,371	8,069,371	9,419,332	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	
<b>TOTAL EQUITY</b>	<b>24,153,094</b>	<b>24,175,553</b>	<b>26,627,924</b>	<b>28,248,401</b>	<b>30,007,767</b>	<b>32,162,074</b>	<b>35,052,108</b>	<b>37,334,923</b>	<b>39,873,285</b>	<b>42,051,189</b>	<b>43,891,332</b>	<b>46,579,534</b>	<b>48,204,782</b>	<b>49,570,057</b>	<b>50,802,009</b>	

SHIRE OF COCOS (KEELING) ISLANDS  
FORECAST STATEMENT OF CHANGES IN EQUITY

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
	Actual	Actual	Actual	Actual	Forecast Actual	Current Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>RETAINED SURPLUS</b>																
Opening Balance	13,026,689	13,411,578	13,085,581	13,529,534	15,317,394	14,903,186	14,599,881	16,986,147	18,094,828	19,289,671	20,574,677	21,040,639	22,055,625	21,957,575	22,745,341	22,745,341
Comprehensive income for the period	517,374	22,459	1,102,410	1,499,415	1,759,366	2,154,307	2,890,034	2,282,815	2,538,362	2,177,904	1,840,143	2,688,202	1,625,248	1,365,275	1,231,952	1,231,952
Amount transferred to/from Reserves	(132,485)	(348,456)	(658,457)	288,445	(2,173,574)	(2,457,612)	(503,768)	(1,174,134)	(1,343,519)	(892,898)	(1,374,181)	(1,673,216)	(1,723,298)	(577,509)	(1,112,665)	(1,112,665)
<b>Closing Balance</b>	<b>13,411,578</b>	<b>13,085,581</b>	<b>13,529,534</b>	<b>15,317,394</b>	<b>14,903,186</b>	<b>14,599,881</b>	<b>16,986,147</b>	<b>18,094,828</b>	<b>19,289,671</b>	<b>20,574,677</b>	<b>21,040,639</b>	<b>22,055,625</b>	<b>21,957,575</b>	<b>22,745,341</b>	<b>22,864,628</b>	<b>22,864,628</b>
<b>RESERVES - CASH / INVESTMENT BACKED</b>																
Opening Balance	2,539,660	2,672,145	3,020,601	3,679,058	3,390,613	5,564,187	8,021,799	8,525,567	9,699,701	11,043,220	11,936,118	13,310,299	14,983,515	16,706,813	17,284,322	17,284,322
Amount transferred to/from Reserves	132,485	348,456	658,457	(288,445)	2,173,574	2,457,612	503,768	1,174,134	1,343,519	892,898	1,374,181	1,673,216	1,723,298	577,509	1,112,665	1,112,665
<b>Closing Balance</b>	<b>2,672,145</b>	<b>3,020,601</b>	<b>3,679,058</b>	<b>3,390,613</b>	<b>5,564,187</b>	<b>8,021,799</b>	<b>8,525,567</b>	<b>9,699,701</b>	<b>11,043,220</b>	<b>11,936,118</b>	<b>13,310,299</b>	<b>14,983,515</b>	<b>16,706,813</b>	<b>17,284,322</b>	<b>18,396,987</b>	<b>18,396,987</b>
<b>ASSET REVALUATION RESERVES</b>																
Opening Balance	8,069,371	8,069,371	8,069,371	9,419,332	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394	9,540,394
Total Other Comprehensive income	0	0	1,349,961	121,062	0	0	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>8,069,371</b>	<b>8,069,371</b>	<b>9,419,332</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>	<b>9,540,394</b>
<b>TOTAL EQUITY</b>	<b>24,153,094</b>	<b>24,175,553</b>	<b>26,627,924</b>	<b>28,248,401</b>	<b>30,007,767</b>	<b>32,162,074</b>	<b>35,052,108</b>	<b>37,334,923</b>	<b>39,873,285</b>	<b>42,051,189</b>	<b>43,891,332</b>	<b>46,579,534</b>	<b>48,204,782</b>	<b>49,570,057</b>	<b>50,802,009</b>	<b>50,802,009</b>













SHIRE OF COCOS (KEELING) ISLANDS  
GRANTS AND CONTRIBUTIONS

COA	Program	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS</b>																		
10323200	Local Government Financial Assistance Grants - General Purpose	General Purpose Funding	3,457,905	3,710,411	4,052,880	4,353,466	4,587,360	4,766,056	4,932,868	5,093,186	5,245,982	5,403,361	5,565,462	5,732,426	5,875,737	6,022,630	6,173,196	6,327,526
10323250	Local Government Financial Assistance Grants - Roads	General Purpose Funding	152,553	154,400	155,676	178,088	179,699	202,917	210,019	216,845	223,350	230,050	236,952	244,061	250,162	256,416	262,826	269,397
11153650	Parks Australia - Oral History Blue Holes	Recreation and Culture	0	0	0	0	12,000	1,000	0	0	0	0	0	0	0	0	0	0
1113100	Lot 14 Gardens	Recreation and Culture	0	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11423050	1,000 Jobs Grant	Other Property and Services	0	0	0	0	88,798	18,686	60,984	0	0	0	0	0	0	0	0	0
11173100	Jukong Restoration Project	Recreation and Culture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>OPERATING CONTRIBUTIONS / SERVICE AGREEMENTS</b>																		
10413150	WALGA - Councillor Training Contribution & Election Expenses Cont	Governance	5,000	5,000	0	0	5,000	5,000	5,000	5,000	28,000	5,000	30,000	6,000	31,000	6,000	33,000	6,000
10533100	Fisheries Services in the Cocos (Keeling) Islands	Law, Order and Public Safety	0	0	0	0	30,327	320,273	257,225	280,565	287,993	300,173	303,568	311,791	320,191	333,490	337,581	346,609
10733100	Dept. Primary Industries - Declared Pest Program (Wasp)	Health	23,687	30,828	41,868	82,697	79,515	70,180	100,320	102,828	105,399	108,034	110,735	113,503	116,340	119,249	122,230	125,286
11253010	Dept. Transport - Provision of Licencing Services	Transport	57,750	60,638	61,850	63,090	64,350	76,140	89,586	91,826	94,121	96,474	98,886	101,358	103,892	106,490	109,152	111,881
11333200	RDO - Assistance BBRF Grant Application	Economic Services	0	30,868	23,900	0	0	0	0	0	0	0	0	0	0	0	0	0
11143150	LisWA Book Exchange	Recreation And Culture	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000	6,000
<b>TOTAL OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS</b>			<b>3,696,895</b>	<b>4,007,144</b>	<b>4,336,174</b>	<b>4,677,341</b>	<b>5,047,049</b>	<b>5,465,252</b>	<b>5,661,002</b>	<b>5,795,250</b>	<b>5,989,845</b>	<b>6,148,092</b>	<b>6,351,603</b>	<b>6,515,139</b>	<b>6,703,322</b>	<b>6,850,275</b>	<b>7,043,985</b>	<b>7,192,699</b>
<b>NON - OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS</b>																		
<b>Plant</b>																		
Dept. Infrastructure - Stimulus Funding - Plant Purchase	Transport	3,660	0	0	0	300,000	0	0	0	0	0	0	0	0	0	0	0	0
Fisheries - Purchase of Buggie	Law, Order & Public Safety	0	0	0	0	0	0	42,384	0	0	0	0	0	0	0	0	0	0
<b>Buildings</b>																		
Dept. Infrastructure - Stimulus Funding - Buildings	Economic Services	0	0	693,000	231,000	231,000	0	0	0	0	0	0	0	0	0	0	0	0
Dept. Infrastructure - Stimulus Funding - Buildings	Housing	0	0	300,000	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Local Roads & Community Infrastructure Grants - LRCI	Economic Services	0	0	0	0	273,478	10,000	0	0	0	0	0	0	0	0	0	0	0
Local Roads & Community Infrastructure Grants - LRCI	Recreation and Culture	0	0	0	136,740	0	39,461	15,270	0	0	0	0	0	0	0	0	0	0
Local Roads & Community Infrastructure Grants - LRCI	Community Amenities	0	0	0	0	0	66,606	0	0	0	0	0	0	0	0	0	0	0
Building Better Regions (BBRF)	Economic Services	0	5,866	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Saluting Their Service Commemorative Grant	Recreation and Culture	0	0	0	0	0	32,231	0	0	0	0	0	0	0	0	0	0	0
RDO - Assistance Strategic Community Plan 2019 Projects	Recreation and Culture	0	160,000	36,170	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assume similar level of funding to continue (LRCI)									80,000	80,000	80,000	80,000	90,000	90,000	90,000	90,000	90,000	100,000
<b>Roads</b>																		
Dept. Infrastructure - Roads to Recovery Funding	Transport	53,305	99,921	99,921	99,921	99,921	99,921	0	550,000	0	329,309	0	0	990,000	0	0	0	0
Dept. Infrastructure - Supplementary Funding - Roads	Transport	73,100	185,594	199,979	200,000	200,000	200,000	200,000	200,000	200,000	220,000	220,000	230,000	230,000	240,000	240,000	240,000	250,000
Local Roads & Community Infrastructure Grants - LRCI - Roads only	Transport	0	0	0	0	0	78,874	0	0	0	0	0	0	0	0	0	0	0
<b>Infrastructure - Other</b>																		
Local Roads & Community Infrastructure Grants - LRCI	Recreation and Culture	0	0	0	107,216	0	0	0	0	0	0	0	0	0	0	0	0	0
Dept. Infrastructure - Stimulus Funding - Infrastructure	Recreation and Culture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assume similar level of funding to continue (LRCI)							0	0	20,000	60,000	60,000	60,000	60,000	80,000	90,000	90,000	90,000	90,000
<b>TOTAL OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS</b>			<b>130,065</b>	<b>451,381</b>	<b>1,329,070</b>	<b>974,877</b>	<b>1,104,399</b>	<b>527,093</b>	<b>257,654</b>	<b>850,000</b>	<b>340,000</b>	<b>689,309</b>	<b>360,000</b>	<b>380,000</b>	<b>1,390,000</b>	<b>420,000</b>	<b>420,000</b>	<b>440,000</b>