

ANNUAL WORK PLAN

JUNE 2023 – JULY 2024





WHAT IS THE **ANNUAL WORK PLAN?**

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

The June 2024 – July 2025 Annual Workplan is directly aligned to all, of the Shire activities and Strategic Documents. Principally an internal document, the annual work plan has been produced as a guide and reporting tool which can be used to communicate Shire activities to elected members, other agencies, and the community. It has a direct link to Shire strategic documents such as:

1. Strategic Community Plan (2022 – 2037),
2. Corporate Business Plan (2022 – 2026),
3. Annual Budget 2024 – 2025, and
4. Annual Schedule of Fees & Charges 2024 – 2025.

STRATEGIC OBJECTIVE			ACTION	MEASURE/TARGET	REVIEW OCTOBER 2024	REVIEW JANUARY 2025	REVIEW APRIL 2025	ACHIEVED Y/N
GCL1	To lobby Ministerial support to prioritise the finalisation of coastal management planning in partnership with the Australian Government and the WA State Government	GCL1.1	Create awareness around and encourage engagement and participation in the final review of the Coastal Hazard Risk Management Adaption Plan (CHRMAP) process					
		GCL1.2	Finalise the Shire's Local Planning Strategy to identify suitable land parcels that could then be considered for development, including outcomes from each parcel of land.					
GCL2	To understand the implications of the Australian Government runway project and other major projects	GCL2.2	Establish and schedule regular meetings with Fulton Hogan (and other project players e.g., shipping / logistics providers)					
		GCL2.3	Elected members to become more representative and engage more with Members of Parliament to better understand the dynamics of politics and attitudes of the Commonwealth and West Australian Governments and the Cocos (Keeling) Islands					
		GCL2.4	Elected members and Chief Executive Officer to identify and lobby for change of legislation to truly reflect the contents of the 1991 MOU signed by Bob Hawke and the community. Especially relating to housing and levels of service delivery.					
		GCL2.5	Chief Executive Officer and elected members to convene more public meetings to relay information to the community for example, housing update, telecommunications and planning.					
GCL3	To be involved, respectful and inclusive and to facilitate diversity and representation within the decision-making process	GCL3.1	Shire representatives (Councillors and Shire Leadership team) to pro-actively engage, communicate with, and increase visibility within the community.					
		GCL3.2	Shire to investigate the possibility of a series of workshops for youth/school/council program to give an introduction to local government to young adults and the younger members of community.					
		GCL3.3	Investigate and initiate a senior school student and elected members of Council program to create awareness and introduce young people to local government democracy.					
		GL3.4	Increase opportunity for community to liaise with elected members by conducting a Shire wide Expo with all service providers and local businesses attending to showcase their respective organisations.					

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GCL4	To manage the .cc TLD contract and funding to deliver a telecommunications strategy for the Cocos (Keeling) Islands	GCL4.1	To develop and present to Council and community a telecommunications strategy that will be all inclusive and provide free services to residents and visitors to Cocos (Keeling) Islands					
		GCL4.2	Management of the .cc Top Level Domain ensuring funding and expectations align with the agreement in place and joint Verisign and Shire meetings occur as outlined in the agreement.					
		GCL4.3	Develop a calendar of training and development opportunities for Shire staff and elected members with related agencies such as Australian Federal Police – Cyber Crime in Sydney, Verisign – Melbourne and Virginia USA and Internet Corporation for Assigned Names and Numbers (ICANN) – Seattle USA March 2025.					

ORGANISATIONAL LEADERSHIP								
STRATEGIC OBJECTIVE		ACTION		MEASURE/TARGET	REVIEW OCTOBER 2024	REVIEW JANUARY 2025	REVIEW APRIL 2025	ACHIEVED Y/N
OL1	To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community. 3 Tiers of Government	OL1.1	Constantly review the organisation and structure to ensure efficient use of resources that align with the annual budget. Eliminate areas of operations that are not viable for council or community.					
		OL1.2	Conduct regular reviews of the suite of Council plans – review and lobby for an increase in the annual Financial Assistance Grant.					
		OL1.3	Establish Leadership forum and schedule regular meetings with Cocos (Keeling) Islands leadership to determine service gaps and reach out to relevant agencies to address (where appropriate). Encourage greater inter agency communication to be more frequent and relevant.					
		OL1.4	Establish and schedule regular meetings with West Australian Government Departments and representatives such as the Department of Local Government, the Department of Lands and Planning and the Department of Environment and water Regulation.					
OL2	Climate change & environment	OL2.1	Work with Government agencies and the private sector to ensure the removal of legacy waste streams from the Islands. Seek Ministerial assistance for removal of Commonwealth legacy waste.					
		OL2.2	Investigate opportunities for Commonwealth Funding to support coastal stabilisation works and climate change planning.					
		OL2.3	Investigate a ministerial visit for the likes of Member for Lingari Marion Scrymgour, Member for Senate for NT Melandirri McCarthy, Minister for Environment Hon Tanya Plibersek to view first-hand the environmental issues revolving around waste, tidal inundation and land degradation.					
		OL2.4	Continue to pursue the Commonwealth to fund necessary sea wall/sandbagging projects on Home and West Island to minimise the dame and degradation done by rising sea levels, storm surges and high tides.					

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OL3	To continue conversations with the community regarding the future of the land trusts	OL3.1	Arrange and facilitate community meetings focused on housing leases and the land trusts. Civic Legal to carry out continued visits. Relevant to keep the Home Island community informed of the land Trust. Review of the Land Trust commenced in 2023.					
OL4	Insurance and valuations of Kampong Houses	LO4.1	Continue to investigate the insurance of Kampong houses to determine best value for service. Continue to investigate the annual cost of delivery of housing services to the community and develop a full cost recovery model for community discussion and debate.					
OL5	Communication with community	OL5.1	Chief Executive Officer to make himself available for more regular meetings with community and groups such as Youth Group, Seniors – Suka Duka , PKPK, PIPC (Islamic Association) and Coastal Marine Care.					
		OL5.2	Chief Executive Officer to host regular ‘meet the CEO’ days on both Home and West Island to give community members an opportunity to meet with the CEO in an informal setting to discuss local government issues.					
		OL5.3	Chief Executive Officer to investigate the opportunities provided by social media to reach a wider community audience and engagement.					
		OL5.4	Chief Executive Officer to investigate and the potential for a more interactive and informative web-site to provide greater communication with community and wider Australia and overseas audiences.					

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CD1	To support the community to improve understanding and celebration of the Cocos Malay history and culture	CD1.1	Working with Museum WA, develop local capacity for heritage conservation via an Emerging Curator Program. Seek financial and in-kind support to provide ongoing training and support for local curators.				
		CD1.2	Working with Museum WA, support and encourage priority local heritage identified through Museum WA – Oral history and jukung restorations.				
		CD1.3	Support the aims and values of Persatuan Pulu Kokos (PKPK). As per the recommendations of the Seniors Group the CIDHS should factor this into the school curriculum. Home Island Seniors Group to co-host regular cultural skills training for the community e.g., Dansa set, selong, Melengok, basket weaving, violin, drums, fishing, sewing kebaya/baskit, wood carvings etc.				
		CD1.4	Support and encourage local community groups to deliver youth events and programs. E.g., PKPK to actively engage the youth in their events such as ASDD and Hari Raya celebrations				
CD2	To support the integration of the Home Island and West Island communities and encourage community events that bring us together.	CD2.1	Support and advocate for existing events (including sport / community group activities) that encourage inter-island participation. Annual community event supporting integration and inter-island participation include – Australia Day, Act of Self Determination Day, RU Ok Day.				
		CD2.2	Support major festive events e.g., New Years Eve, Hari Raya, Christmas, Act of Self- Determination Day				
		CD2.3	Encourage development of new events that have opportunities for both island communities to attend e.g., WI and HI yacht clubs co-hosting a catamaran competition. New initiatives such as a celebration of People with Disability.				

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CD3	Support for youth and community young people to engage and participate in activities.	CD3.1	Lobby the State and Commonwealth Government to support youth activities such as after school and vacation care programs to make the programs more inclusive and attractive to a wider audience.					
		CD3.2	Invigoration of the youth club through a co-design process that provides a wider range of activities and access to all.					
		CD3.3	Support the development of a “youth council” that will provide a nexus between youth of both islands and the elected members of Council.					
CD4	Program development	CD4.1	Continue to engage with and develop sporting and other activities funded by the Commonwealth and State Governments					
		CD4.2	Develop an annual event that could involve the whole community e.g. fishing competition that is open to all ages and abilities					

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FC1	Strong Financial Management	FC1.1	Review and update financial strategy, policies and plans including the 10-year financial plan, annual budget,					
		FC1.2	Publicly release the 'Long Term Financial Plan (LTFP)'					
		FC1.3	Publicly release the Shire Asset Management Plan					
FC2	Ensure the financial sustainability, accountability, and transparency of Council.	FC2.1	Focus on staff training and development to ensure high levels of Customer Service, payroll, rating, creditors, debtors					
		FC2.2	Monthly review of accounts payable/receivable/payroll/ rating and creditors and debtors and report to Council the outcomes.					
		FC2.3	Continue to work in conjunction with the Department of Transport WA to maintain motor vehicle registry services on behalf of Dept of Transport					
FC3	Human Resources	FC3.1	Develop Employee Training and Education Policy to support individual employees to progress personally and professionally.					
		FC3.2	Coordinate Annual Employee Performance Reviews that will marry to the Training and Education Plans and Budgets.					
		FC3.3	Develop staff training plans and budget as above.					
		FC3.4	Establish and promote an internal 'work experience', 'job shadow' and / or "upgrade your skills" program					

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I1	Roads	I1.1	R2R and supplementary R2R to be expanded in accordance with project requirements. Road maintenance program to be developed for both Home and West Island Roads.					
		I1.2	Conduct audit on all Shire built infrastructure and ensure (where possible) universal accessibility applies					
		I1.3	Sydney Highway – airport upgrade – continue to lobby for an upgrade of Sydney Highway to WA Transport approved guidelines prior to the commencement of the runway upgrade program.					
I2	Parks & Garden	I2.1	Review Foreshore Activation Plan and implement (where appropriate) and Vegetation Management Plan. Activation of open spaces to be on going through various activities planned.					
		I2.2	Lobby the Commonwealth Minister for Territories Kristy McBain MP to take back control of the Land Management Orders referred to Council Meeting held on 23 November 2022 item 10.1.9. In the absence of taking back control of the land, fund the Shire to maintain the areas as required.					
		I2.3	Direction Island – Lobby the Commonwealth Minister for Territories Kristy McBain MP to fund the ongoing requirements of maintaining Direction Island Infrastructure such as building pathways and so forth.					
I3	Waste Management – Hazardous Waste	I3.1	Continue to seek opportunities for the removal of Commonwealth and other legacy waste and hazardous materials such as asbestos from the Cocos (Keeling) Islands.					
		I3.2	Continue Off Island Disposal program of inert waste and recyclables. Work with Government agencies to explore options to utilise empty freight plane to remove items off Island.					

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E1	To support and encourage revegetation and to educate the community about sustainable and green practices in the home and community and relating to marine care.	E1.1	Collaborate with Parks Australia and other relevant agencies to investigate options for re-vegetation programs. Development and approval of the Vegetation Management Plan for CKI.				
		E1.2	Implement revegetation program at HI sports oval (once refurbishment is completed)				
		E1.3	Collaborate with the Not-for-Profit sector and marine debris organisations (e.g., Tangaroa Blue/Sea Shepherd) and implement bi-annual beach clean ups.				
		E1.4	Investigate and implement options for a Community Clean Up Initiatives / Day (e.g., Clean up Australia Day) Expand on the adopt a Spot Program.				
E2	To support minimisation of waste and promote reuse and re-cycling behaviours	E2.1	Container Deposit Scheme. Continue to work with DWER to progress application to include Cocos Keeling Islands into WA's Container Deposit Scheme				
		E2.2	Build community understanding and awareness around the 'WA Plan for Plastics' (mandated in January 2022)				
		E2.3	To review and implement (where relevant) recommendations from the IOTS Waste Management Strategy and finalize CKI Shire Waste Management Strategy.				
		E2.4	To investigate the approval process for "sea dumping" to provide a more cost-effective mechanism for suitable waste to be disposed on the ocean floor as opposed to transport to Perth or Singapore.				
		E2.5	Waste Local Law				
		E2.6	Continue to promote alternatives to plastic water bottles with the "Drink Tap Water" campaign. Local Law draft to be presented to Council after community consultation. (Local Law to ban sale of single use plastic bottles may not be needed if CDS introduced)				

FINAL NOTE:

The Annual Work Plan is a 'living document' and will be **Subject to regular review and updated accordingly.**

The Annual Work Plan had direct linkage to the 2024 – 2025 Shire Budget as well as the:

- Strategic Community Plan (2022 - 2037)
- Corporate Business Plan (2022 - 2026)

The Shire of Cocos (Keeling) Islands would like to **thank all members of the community** who contributed their time, energy and most importantly **ideas and aspirations for the future .**

