

CORPORATE BUSINESS PLAN

2022 – 2026



SHIRE OF
COCOS
KEELING ISLANDS



An aerial photograph of a tropical beach. The water is a vibrant turquoise color. In the foreground, there are several palm trees and a sandy beach area where some people are visible. Further out, there are several small boats or rafts with colorful sails (red, blue, white) on the water. The overall scene is bright and sunny.

WHAT IS THE **CORPORATE BUSINESS PLAN?**

In May 2022, the Cocos (K) Islands community were invited to share their thoughts, ideas and future aspirations for their island home.

The *Corporate Business Plan 2022 -2026 ('CBP')* and the *Strategic Community Plan 2022 – 2032 ('SCP')* are a **direct result of what was heard from community members at that time.**

In June 2024, a review of the CBP and SCP as part of the development of the Annual Work Plan 2024 – 2025.

The CBP has been developed to;

- **provide clarity and accountability** around the Shire's initiatives and services for the next four (4) years, with a particular emphasis on the activities in the first year (2022 – 2023).
- **compliment the SCP** - a community driven document that sets out the community's vision and aspirations for the next 10 years.
- outline the **specific actions and measurable targets** the Shire will undertake and work towards to deliver on the SCP.

The plan acknowledges *“there is nothing more certain and unchanging than uncertainty and change.” (John F Kennedy).* The Shire must remain agile and willing to adapt to changes in our world, be they geo-political, economic, environmental or social.



a message from **the CEO...**

As the appointed Chief Executive Officer of the Shire of Cocos (Keeling) Islands, it gives me great pleasure to present our updated **Corporate Business Plan 2022 – 2026**.

This plan is one of a legislated suite of plans that have been revised throughout the course of 2024 and I thank the community for having a voice and having your views included in this plan.

This is your plan and within, it identifies, Global Warming, Tidal Inundation of the Islands, Waste Management, Housing Tenure and Coastal Hazard Risk Management Adaption Plan (CHRMAP) amongst other issues, that all pose serious threats to our way of life and our future.

This plan is a living document and as such, it will be subject to ongoing review and amendment as identified through appropriate community consultation and feedback.

With my role, **I recognise the importance and the enormity of the challenges faced by the people of the Cocos (Keeling) Islands. Your participation in our strategic planning has never been so important and I look forward to joining with you on the journey we are taking together.**

As the Chief Executive Officer of the Shire, my door is always open to community members to come forward and discuss this plan so we can work together to move forward.



WORKING TOGETHER TO **ADVANCE OUR ISLANDS**



ENVIRONMENT

CULTURE

SOCIAL

LEADERSHIP

ECONOMIC

GOVERNANCE

FINANCIAL MANAGEMENT

LAW, ORDER & PUBLIC SAFETY

HEALTH

EDUCATION & WELFARE

HOUSING

COMMUNITY AMENITIES

RECREATION & CULTURE

TRANSPORT

ECONOMIC SERVICES

OTHER PROPERTY & SERVICES

WHAT **SERVICES** DO THE SHIRE **DELIVER**?

LEGISLATIVE
REQUIREMENTS

Waste And Resource Recovery Act

Road Traffic Act

Environment Protection Act

Local Government Act

Waste Management

Tourism Facilities

Public Libraries

Kampong Leases

Building & Planning Approvals

Plant Operations

Animal Control

School Holiday Programs

Community Festivals & Events

Roads, Signage, Transport

Camping

Parks & Gardens

Cemetery Maintenance

Café / Restaurant Inspections

Planning & Strategy

STRATEGIC OBJECTIVE		ACTION		TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE
EN1	To prioritise the development of coastal management planning in partnership with the Australian Government and the WA State Government	EN1.1	Create awareness around and encourage engagement and participation in the final draft CHRMAP process. Final draft of the CHRMAP is being produced by the Commonwealth with no end date proposed.	Unknown	Incomplete	Community consultation and Survey when final draft received from the Commonwealth.	To partner with these organisations to assist the development of the CHRMAP
		EN1.2	Communicate the updates, developments and plans associated with the Coastal Hazard Risk Management Adaption Plan (CHRMAP), ensuring they are communicated in 'easy-to-understand', straight-forward language	2024	On going, reliance on DITRDCA	4 x updates to 'The Atoll', social media, website "news section"	
EN2	To educate the community about sustainable and green practices in the home and community and relating to marine care	EN2.1	Collaborate with NFP marine debris organisations (e.g. Tangaroa Blue/Sea Shepherd) and implement bi- annual beach clean ups	Year 1 - 4 (2022-2026)	Achieved 2022 – 2023 ongoing	Debris cleaned and clean ups carried out	To partner with State Government agencies on environment education programs and continue to support coastal care community groups
		EN2.2	Continue to promote alternatives to plastic water bottles with the "Drink Tap Water" campaign	Year 1 - 4 (2022-2026)	Ongoing	4 x updates to 'The Atoll', social media, website "news section"	
		EN2.3	Build community understanding and awareness around the 'WA Plan for Plastics' (mandated in January 2022)	Year 1 - 4 (2022-2026)	Messaging via Atoll on going	4 x updates to 'The Atoll', social media, website "news section"	
		EN2.4	Collaborate with Parks Australia to provide increased community access to Pulu Keeling National Park	Year 2 - 4 (2023 - 2026)	Commenced 2023 next visit after trade winds season	2 x organised guided tours per annum of Pulu Keeling National Park	
EN3	To support minimisation of waste and promote reuse and re-cycling behaviours	EN3.1	To review and where possible implement (where relevant) recommendations from the IOT Waste Management Strategy	Year 1 - 4 (2022-2026)	IOTS on going 2023, CKI Shire Plan commenced 2023	Relevant Waste Strategy Recommendations implemented 2024 Funding applied for under BSF but not approved.	To advocate to the Australian Government for opportunities for removal of waste from the island and to lead the development of opportunities for reuse and recycling
		EN3.2	Work with Government agencies and the private sector to ensure the removal of legacy waste streams from the Islands	Year 1 - 4 (2022-2026)	On going, DITRDCA refused to fund. Letter to Environment Minister August 2023	Highly visible / noticeable Commonwealth assets removed e.g. the bulldozer at Rumah Baru, ferry refuelling tank at Old Jetty	
		EN3.3	Investigate and implement options for a Community Clean Up Initiatives / Day (e.g. Clean up Australia Day, '2022 Tidy Towns Sustainable Communities Awards')	Year 2 – 4 (2023 - 2026)	Completed and on going	20+ members of the community participate in clean up (across HI and WI)	
EN4	To support and encourage revegetation	EN4.1	Collaborate with Parks Australia and other relevant agencies to investigate options for re-vegetation programs.	Year 1 - 4 (2022 - 2026)	2 community tree planting days were held, and other areas revegetated	2 areas of land (one on HI, one on WI) revegetated	To lead opportunities to increase vegetation cover and the selection and growth of native species
		EN4.2	Implement revegetation program at HI sports oval (once refurbishment is completed)	Year 3 (2024-2025)	Yet to be complete	Planting complete	

STRATEGIC OBJECTIVE		ACTION	TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE	
C1	To support the community to improve understanding and celebration of the Cocos Malay history and culture	C1.1	Working with Museum WA, develop local capacity for heritage conservation via an Emerging Curator Program. Seek financial and in-kind support to provide ongoing training and support for local curators.	Year 3 (2024 - 2025)	On going	Local curator appointed	To partner with cultural community groups and schools to develop events and programs that improve our understanding and shared knowledge of history and culture
		C1.2	Working with Museum WA, support and encourage local heritage projects such as oral histories, photographic collections, publications and Jukung restorations.	Year 1 - 4 (2022-2026)	Dukung project identified and funded 2023	One heritage project identified (through nomination or other means e.g. competition) and supported	
		C1.3	Preserve the cultural and heritage significance of Pulu Gangsa	Year 1 - 4 (2022 - 2026)	On going	Grounds maintained, mowed lawn, scrub / weeds controlled, graves identifiable and visible	
		C1.4	Encourage the school(s) and 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.	Year 1 - 4 (2022-2026)	On going	2 x community culture training sessions per annum	
C2	To support the integration of the Home Island and West Island communities	C2.1	Support and advocate for existing events (including sport / community group activities) that encourage inter-island participation	Year 1 - 4 (2022 - 2026)	Many events with inter-island participation held	3 x event per annum	To partner on the development of integrated programs and safe spaces for events, activities, and groups for better integration
		C2.2	Encourage development of new events that have opportunities for both island communities to attend e.g. WI and HI yacht clubs co-hosting a catamaran competition	Year 1 - 4 (2022 - 2026)	Held in July 2023 Ongoing	1 x event per annum	
		C2.3	Inquire into the opportunity to increase the number of evening ferry services available - to enable more inter-island movement (include, exploring the option for a ferry service on New Years Eve)	Year 1 - 4 (2022 - 2026)	On going	Provide the request and response from responsible agencies and communicate to community	
C3	To initiate conversations with the community about the future of the land trusts	C3.1	Arrange and facilitate community 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.	Year 2 - 4 (2023 - 2026)	First meeting held July 2023	1 x community meeting and subsequent follow up on 'action items' from the meeting	To lead engagement on and conversations about the Cocos (K) Islands land trust deeds with the community

STRATEGIC OBJECTIVE		ACTION		TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE
S1	To provide services for the physical and mental health and wellbeing of our community	S1.1	Coordinate 'RUOK Day' and explore other physical and mental health awareness building initiatives (e.g. "Movember", National Diabetes week)	Year 1 - 4 (2022 - 2026)	2023 Mental Health Awareness training held	Assess 2022 RUOK Day feedback, determine future activations and plan for Year 2 (2023 - 2024)	To partner with our community to prioritise the services they would like to see and to advocate for these with the Department of Local Government, Sport and Cultural Industries
		S1.2	Coordinate 'Australia Day' activities	Year 1 - 4 (2022 - 2026)	2023 held on Direction Island	Assess 2023 & 2024 Australia Day feedback, and plan for 2025 event	
		S1.3	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.	Year 2 - 4 (2024 - 2026)	Ongoing	Opportunities identified, and work commenced on addressing these.	
		S1.4	Conduct audit on all Shire facilities, services and programs and ensure (where possible) universal accessibility applies	Year 1 - 4 (2022 - 2026)	Complete June 2023	Complete audit and address need/s (where appropriate) annual audit due 2024	
		S1.5	Review Foreshore Activation Plan and implement (where appropriate)	Year 1 - 4 (2022 - 2026)	Ongoing	Plan to be revisited and reviewed 2024	
S2	To establish good working relationships between groups and improve communication with the community	S2.1	Establish and run a 'Leadership Forum' where information sharing, collaboration, projects and planning are shared and discussed (members to include nominees from various community groups, IOT Admin, RDO etc.).	Year 1 - 4 (2022 - 2026)	Ongoing	Nominees are appointed and regular meetings commence	To lead the establishment and running of a leadership group and to continue to share information with the community via traditional and social media
		S2.2	Communicate the updates, news, developments and plans discussed at Leadership Forums in 'The Atoll', social media, and on the "News" page of the Shire website	Year 2 - 4 (2023 - 2026)	Regular news and updates provided by CEO	Updates to 'The Atoll', social media, website "news section" to coincide with meetings	
		S2.3	Work with community groups to overcome barriers in accessing grant funding, discuss options and provide appropriate assistance (if possible)	Year 2 - 4 (2024 - 2026)	Ongoing	Increase number of grant applications for Cocos (K) Islands	
S3	To provide access to services, support and activities for young people	S3.1	Provide a range of coordinated activities specifically aimed at youth e.g. holiday program, youth week	Year 1 - 4 (2022 - 2026)	2023 successfully implemented - ongoing	Attendance target of 10 participants for each activity	To partner with organisations and advocate for the development and roll out of services, support and activities for young people
		S3.2	Identify agencies (Government, NFP etc.) with existing community youth programs and advocate and support suitable programs to consider local implementation	Year 2 - 4 (2024 - 2026)	Ongoing	1 x program implemented	
		S3.3	Support and encourage local community groups to deliver youth events and programs	Year 1 - 4 (2022 - 2026)	Uptake with events now being held regularly	3 x community group led events supported per annum	
S4	To support and encourage community events that bring us together	S4.1	Support major festive events e.g. New Years Eve, Hari Raya, Christmas, Act of Self-Determination Day	Year 1 - 4 (2022 - 2026)	Financial and in-kind support being provided as requested	Support provided (financial and / or in-kind)	To lead the coordination and implementation of major integrated community events and to partner with and sponsor more local community group events
		S4.2	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.	Year 2 - 4 (2024 - 2026)	Ongoing	Number of events being held to increase	

STRATEGIC OBJECTIVE		ACTION		TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE
L1	To be involved, respectful and inclusive and to facilitate diversity and representation within the decision-making process	L1.1	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	Year 2 - 4 (2024 - 2026)	On going	Meetings and engagements attended	To lead by example and be involved, respectful and inclusive, and to seek community feedback to centre our community in decision making
		L1.2	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.	Year 2 - 4 (2023 - 2026)	On going	Meetings attended and outcomes achieved	
		L1.3	Shire representatives (Councillors and Shire Leadership team) to pro-actively engage, communicate with, and increase visibility within the community.	Year 1 (2022 - 2023)	On going	Councillors and Leadership team to attend a minimum of 4 x community events per annum	
L2	To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community	L2.1	Responsible financial management utilizing resources to meet legislative requirements and community expectations	Year 1 - 4 (2022 - 2026)	Ongoing	As per legislative requirements	To lead and partner with our community on efficient use of funds, prioritised spending on maintenance or upgrade of assets, and to be transparent and open in our reporting
		L2.2	Finalise and publicly release the 'Long Term Financial Plan (LTFP)'	Year 3 - 4 (2024 - 2026)	Finalized June 2024	Provide to the community through The Atoll, social media and website "news" page.	
		L2.3	Include a standing agenda item at Leadership Forum around community needs / feedback around funding allocations	Year 2 - 4 (2023 - 2026)	Forum to be established prior to achievement	Agenda item included in Leadership Forum meetings	
L3	To understand the implications of the Australian Government runway project and other Australian Government projects	L3.1	Establish and schedule regular meetings with Fulton Hogan (and other project players e.g. shipping / logistics providers)	Year 1 - 4 (2022 - 2026)	Achieved 2024	Monthly meeting schedule confirmed	To advocate to the Australian Government to share more about all projects being considered for CKI and the impacts they may have on our community
		L3.2	Establish and schedule regular meetings with Australian Government representatives on the runway project and other plans for large infrastructure projects	Year 1 - 4 (2022 - 2026)	Ongoing	Meetings being held ad hoc due to consistent availability	
		L3.3	Establish a small (internal) 'runway project team' to attend all meetings, and organise the dissemination of information, impacts and plans to Council and the community	Year 2 (2023 - 2026)	Expressions of interest to be sought.	Project team members to be identified and confirmed	
		L3.4	Internal team to document and plan for possible impacts to roads, freight, passenger planes, housing etc.	Year 2 - 4 (2023 - 2026)	Under discussion with AECOM/Fulton Hogan/Dept Defence 2023	4 x updates / reports provided to Council, 'The Atoll', social media, and website "news section"	

STRATEGIC OBJECTIVE		ACTION	TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE	
E1	To advocate for improved youth education and training and opportunities for local employment on-island	E1.1	Establish and promote an internal 'work experience', 'job shadow' and / or "upgrade your skills" program	Year 3 - 4 (2024 - 2026)	On going	2 x participants per annum	To advocate for the development of an approach for apprenticeships with local businesses and TAFE, and for extra resources and approaches to alternative education avenues with training providers on-island or on the Perth mainland
		E1.2	Develop Community Capacity Statement inclusive of Shire and Local Services and Businesses rates and charges.	Year 3 - 4 (2024 - 2026)	On going	Promote 2 x in The Atoll, Shire website "news" page, and social media.	
		E1.3	Work with IOTGA to source and implement additional / alternate training opportunities for youth and up- or re-skilling mature workers	Year 2 - 4 (2023 - 2024)	On going	New training pathway offered and 2 x participants in the program	
E2	To work alongside local businesses to facilitate employment, growth and development	E2.1	Work with community members / businesses to overcome barriers in accessing grant funding, discuss options and provide appropriate assistance (if possible)	Year 2 (2023 - 2024)	On going	Increase number of grant applications for Cocos (K) Islands	To partner with small businesses and business related / training organisations on growth and development opportunities
		E2.2	Advertise and promote the IOT Business Directory (https://iot-businesses.com.au/) both locally and to major contractors	Year 1 - 4 (2022 - 2026)	On going	Promoting local employment opportunities to organizations such as AECOM/Fulton Hogan	
		E2.3	Provide local business feedback to the Regional Development Organisation (RDO) and advocate on their behalf	Year 1 - 4 (2022 - 2026)	Ongoing	Regular submission and / or attendance at RDO Committee Meetings	
E3	To advocate and support training opportunities that create pathways to employment	E3.1	Increase employment opportunity with community and liaise with elected members by conducting a Shire wide Expo with all service providers and local businesses attending to showcase their respective organizations.	Year 3 (2024 - 2025)	On going	Expo to be held annually	To advocate for and partner with State Government agencies and organisations on training opportunities and programs
		E3.2	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.	Year 2 -4 (2023 - 2026)	On going	Workshops delivered and number of attendees	

STRATEGIC OBJECTIVE		ACTION		TIMEFRAME	STATUS JULY 2024	MEASURE / TARGET	SOCKI'S ROLE
E4	To investigate opportunities for the provision of additional accommodation (e.g. aged, worker, residential)	E4.1	Investigate opportunities for Commonwealth Funding to support development of long- and short-term accommodation as well as legacy accommodation from Fulton Hogan post the runway upgrade completion.	Year 3 – 4 (2024 - 2026)	Ongoing	Monthly meetings initiated and discussions commenced with Fulton Hogan and the Commonwealth.	To advocate with the Australian Government to investigate opportunities for the development of additional accommodation
		E4.2	Investigate opportunities to access Commonwealth and State Governments Funding for remote communities to support additional development for families, seniors, and contract staff	Year 3 – 4 (2024 – 2026)	Ongoing	Meetings attended funding allocated	
		E4.2	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	Year 3 (2024 - 2025)	CHRMAP dependent	Finalise Local Planning Strategy	
E5	To encourage low-impact tourism within existing constraints	E5.1	(Contingent on future successful grant application) renovate and repurpose the Tokoh building on Home Island as a tourism and marine park science hub.	Year 2 (2023 - 2024)	2023 not achieved funding withdrawn by BBRF	Project not completed to be removed	To advocate for the development of tourism services in partnership with the Australian Government, private landowners and proponents
		E5.2	Strengthen relationship and communication with Cocos (K) Islands Tourism Association (CKITA) and operators and work collaboratively to promote low-impact, eco-friendly approach to tourism	Year 1 - 4 (2022 - 2026)	Ongoing – meetings being attended	Provide regular submission and / or attendance at CKITA meetings	
		E5.3	Within budget constraints, provide and maintain facilities that enhance the visitor experience (e.g. BBQs, parks, shelters, signage, ablutions, RIP platform)	Year 1 - 4 (2022 - 2026)	Ongoing	Maintenance only, no new facilities planned in 2024 - 2025	
		E5.4	Review and revise the 2010 'Trails Masterplan' to determine feasibility of continuing support for maintenance.	Year 2 - 4 (2024 - 2026)	CHARMAP curtailing completion	Review to be conducted and tabled to Council for endorsement	
		E5.5	Work with other IOT, agencies, organisations, and residents to advocate for flight affordability and accessibility for both locals and visitors	Year 1 -2 (2023 - 2024)	2024 IOT Supply Chain Review	Participated in Supply Chain review awaiting results	

FINAL NOTE:

The CBP is a 'living document' and will be **regularly reviewed and updated**.

The CBP should be read **in conjunction with other key SoCKI documents** (e.g. Annual Work Plan, Strategic Community Plan (SCP), Long Term Financial Plan, Workforce Plan, Waste Management Strategy, Asset Management Plan, Local Planning Strategy etc.)

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** .

