



# Christmas Island – Our Island, Our Responsibility



## 2023-2028 Corporate Business Plan



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## Message from the Chief Executive Officer

The Shire of Christmas Island Corporate Business Plan 2023-2028 is the five year plan that will outline Council's actions to begin delivery of the 10 year Strategic Community Plan, '*Our Island, Our Responsibility 2023-2033*' (SCP 2023-2033).

The new Strategic Community Plan was adopted at the July 2023 Ordinary Council Meeting. Its long term goals in economic, social, cultural and municipal infrastructure development were informed by the community in a four month long engagement process.

The best people to give direction to a plan are the people who will have to live under that plan. The Council is therefore pleased to be able to design this document to prioritise service delivery of the 10 year SCP 2023-2033 in this first 5 year segment.

In summary the six thematic categories 10 year SCP 2023-2033 were:

- Community Development
- Planning
- Economy and Employment
- Natural Environment and Climate Change
- Infrastructure
- Governance

There were four specific action items in the above six themes that have been prioritised for attention in this first five year Corporate Business Plan:

- *NE4: Waste Management,; that the Shire develops with the WA Dept. of Environment and Water Regulation and the Commonwealth a new waste management site to replace the current one when needed.*
- *NE2: Knowing Our Water Resources: That Christmas Islanders feel they have adequate knowledge about water resources to be able to plan their economic and social development into the future.*
- *E2: Economic Growth, advocate and attract business and investment opportunities*
- *E3: A Flowchart Forward, developing understanding in the business community on the process for land release and related development matters involving the different tiers of government*

The Shire of Christmas Island aims to commit to its standing practice of maintaining a balanced budget to achieve community goals and believes that the execution thereof is affordable within the rates profile that Christmas Island has and in conjunction with grant funding from the Commonwealth of Australia.

Council's two key themes for this Corporate Business Plan are '*A Tourism Ready Footing*' and '*Delivering Investment Opportunities*.'

Under '*A Tourism Ready Footing*,' Council will endeavour to bring the island to a more tourism ready state by actioning the items it can as a municipal authority to present a better experience for visitors and locals alike.

With '*Delivering Investment Opportunities*,' Council will undertake its municipal duties to ensure it plays its role for new investment opportunities coming to the island.

While Council will continue to deliver the full suite of services a municipal local government provides to ratepayers, particular strategic energy will be placed to deliver on the above two key themes as a response to the economic headwinds the island finds itself in in 2023.

We look forward to delivering on this challenge in conjunction with the Australian Government and residents together.

Along with all the Councillors and staff, we are pleased to present the Shire of Christmas Island Corporate Business Plan 2023-2028 as an outline of how we wish to complete the first components of the '*Our Island, Our Responsibility*,' 10 Year Strategic Community Plan.

David Price  
Chief Executive Officer



*Performers at the Mid-Autumn Festival at the Chinese Literary Association, Christmas Island*



# 1.0 Introduction

This Corporate Business Plan (CBP) is Council's fulfilment of the Integrated Planning and Reporting (IPR) framework requirements in the WA Local Government Act (1995). All local governments in WA have been required to implement the IPR framework since its introduction to WA legislation in 2011.

The key document to the IPR framework is the Strategic Community Plan (SCP) which is a community led vision of what it wants itself to be like over the next 10 years.

Council adopted its second 10 Year SCP, '*Our Island, Our Responsibility*' in July 2023 after a review of its first SCP '*Our Island, Our Future*' which accomplished an 78% completion rate of set goals over the 10 year period.

## WA Local Government Integrated Planning and Reporting Framework

The Shire of Christmas Island adheres to the Integrated Planning and Reporting Framework diagram is set out below from the *Integrated Planning and Reporting Framework and Guidelines 2010 document from the Dept of Local Government*. It ensures that Councils short term planning fully aligns with the long term strategic directions.

The 10 Year Strategic Community Plan provides the wider vision; the 5 Year Corporate Business Plan provides the direction for timelines and prioritises items for completion and the Annual Budgets fund the identified projects throughout the year.

The 'Informing Strategies' include primarily the Long Term Financial Plan, Asset Management Plan and Workforce Development Plan which takes into account available resources to deliver the best possible outcomes for the community.

## *The Western Australia Integrated Planning and Reporting Framework*



*Source: Integrated Planning and Reporting Framework and Guidelines 2010*

### **Planning Cycle**

This five year 2023-2028 Corporate Business Plan has been informed by an analysis of the Informing Strategies and a review of the items set out in the new 2023-2033 10 Year Strategic Community Plan *'Our Island, Our Responsibility.'*

It will be used on an annual basis by Council to reflect the need to prepare an Annual Budget to action the items in the five year plan.



## 2.0 Strategic Direction

There have been several key events in 2023 that have informed the priorities for the Shire of Christmas Island's Corporate Business Plan 2023-2028

- October 2023 setting of the Immigration Detention Centre to 'hot contingency'
- June 2023 pause of the Christmas Island Strategic Assessment

Mining and the Immigration services provision sectors have been the two largest employers on the island over the last decade.

The October 2023 setting of the IDC to 'hot contingency' means a skeleton staffing of the IDC; many residents were made redundant in this period.

The June 2023 pause of the CISA has paused the assessment of environmental and cultural values of Unallocated Crown Land (UCL) across Christmas Island. These assessments were to inform potential developers and stakeholders of what their obligations were, if any, on parcels of land the Commonwealth were looking to dispose of.

In conjunction with previous research conducted on the island including the Commonwealth's 2011 *Socio-Economic Impact Assessment of the Immigration Detention Centre* and University of Western Australia's 2019 *A Social and Economic Impact Assessment of Phosphate Mining on Christmas Island*, the projected scenarios for economic activity are grim should the two industries fall into decline.

### Council Response

The Council has been active in preparing for the development of alternative industries and economic opportunities in its role as municipal planners and as the local government authority which is also charged with economic development under Part 3 Division 1 of the Local Government Act (WA) (1995).

It has done so through a series of Strategic Planning including –

- 2023 Christmas Island Singapore Strategy
- 2023 Settlement Sports Hall Refurbishment Plan
- 2018 Land and Economic Futures Charter
- Statutory planning duties to keep an in currency Town Planning Scheme

Council has also participated in a series of forums and working groups involving community groups and initiatives such as the Indian Ocean Territories Regional Development Organisation on matters ranging from tourism development to logistics of transport.





In the examination of the context of these documents and our responsibilities to deliver municipal services under the Local Government Act and applicable regulations, the Corporate Business Plan will focus on the following two themes:

- a) Investment into 'Tourism Ready' footing
  - i) Streetscapes
  - ii) Sport and Culture as Tourism Facilities
  - iii) Sports Hall Foreshore Development
  - iv) Local Festival Calendar Support
- b) Delivering Investment Opportunities
  - i) Light Industrial Area Precinct Development
  - ii) Land Release and Related Development Matters

The SCP is named '*Our Island, Our Responsibility*' as a poignant vision statement to keep at the fore across the six themes as Council engages with the business sector, Government and the community:

- *Planning*
- *Economy and Employment*
- *Natural Environment and Climate Change*
- *Infrastructure*
- *Community Development*
- *Governance*

The following section 'Key Points of the Corporate Business Plan' will highlight the prioritised projects that give effect to goals in those six themes based on progress from the first Corporate Business Plans and needs of the island going into the next five years.



## 2.1 Key Points of the Corporate Business Plan

### Investment into a 'Tourism Ready' footing

Tourism is one of the alternative industries that aims to offset the decline in the mining and immigration sectors.

Thus, Council has a role in preparing infrastructure to support co-ratepayer and visitor use via its Corporate Business Planning and subsequent annual budgets.

#### i) Streetscapes

The Shire has been successful in its 'Our Streets Are Our Museums' public art project over the last decade, with 10 completed murals. It has also inspired two other agencies, Water Corp and CIDHS, to invest in mural works across the island. A total of 18 murals are now across public spaces on Christmas Island.

The Shire assisted CIDHS in 2023 with their 'Our Streets Speak Our Stories' initiative with their Year 8 Entrepreneurship program. This developed into a co-effort with the Christmas Island Tourism Association as the Year 8 class developed an 'online interpretive walking trail' for visitors and locals to experience the murals of Christmas Island.



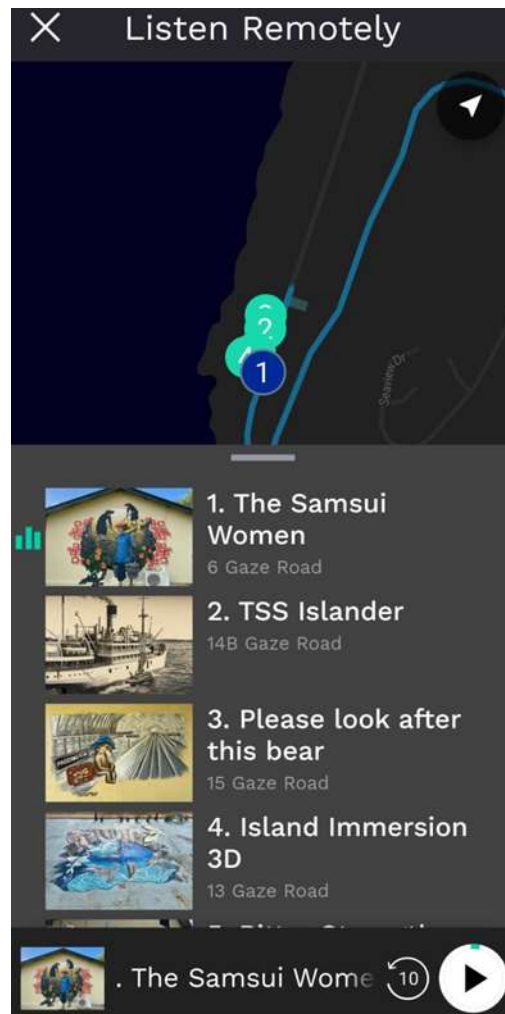
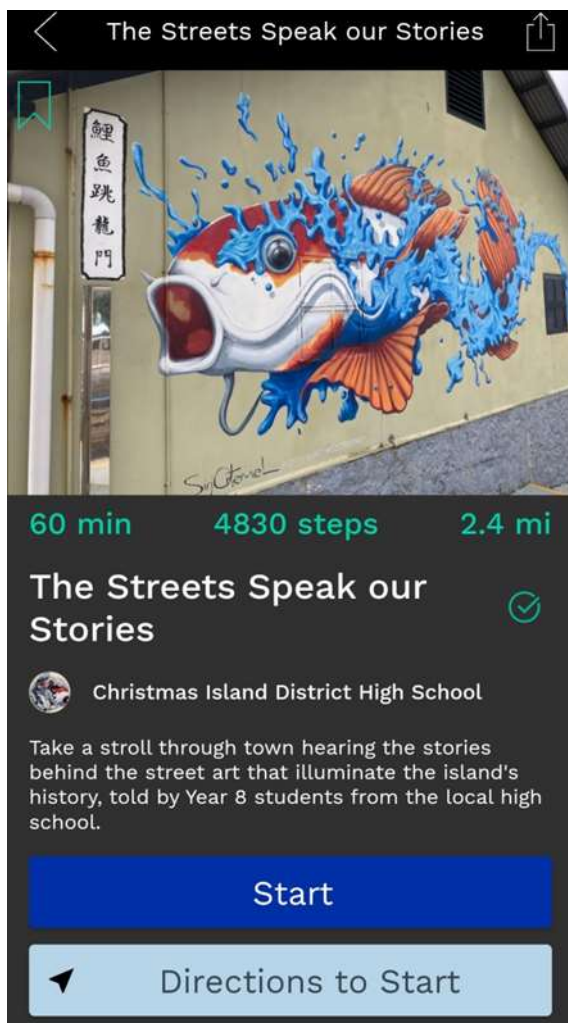
*Above: Herve Calmy received the award for the Shire of Christmas Island at the ceremony in Perth on the 25<sup>th</sup> October 2022*

The Shire will continue to assist the development of future stages with the CIDHS 'Our Streets Speak Our Stories' initiative as future classes include the balance of the murals on the island in an expanded walking trail.



The *Our Streets Are Our Museums* initiative also won the 'Innovative and Transformative Project in WA History' at the 2022 History Council of WA's annual awards.

The Shire will continue to engage in grant funding programs to further expand on the proven success of public art in improving streetscapes in the township.



*Above: Screenshots from CIDHS' The Streets Speak Our Stories initiative based on the Shire of Christmas Island's Our Streets Are Our Museums public art program.*

*A 60min walking tour experience of the murals on the lower shelf can be had. A future expansion to include the murals at the upper shelf may be planned.*

*Funding Avenue: Ratebase and grant opportunities as identified*



## ii) Sport and Culture as Tourism Facilities

### Christmas Island Marathon

The Shire of Christmas Island's Christmas Island Marathon is in its 10<sup>th</sup> year. It resurrected the event that was formerly operated by a community group in what started out as a Make-A-Wish fun run initiative for a local youth in the 2000s.

With the formal structure and dedicated allotment of financial resources, approximately \$30,000 a year, the Shire has organically but strategically evolved the Christmas Island Marathon into an international event over the last five years.

In 2023, 35 runners flew in for the event, with another 6 support persons. 2022 had similar numbers, with the 2021 year experiencing a pause due to the pandemic.

The Shire will continue to expand on the Christmas Island Marathon, aiming to attract 50 off-islanders to the event annually, noting that this is essentially the cap of non 'visiting-friends and relatives' visitors that can come to the island at any one time. This is due to the available seats on the flight in relation to booking flights on a route used for business-as-usual existing travel needs of Cocos (Keeling) and Christmas Island. This cap is also somewhat set because of the number of available rooms and cars available on Christmas Island.

### Shire of Christmas Island Territory Week

The Shire of Christmas Island has held every Territory Week Festival since 2008, the 50<sup>th</sup> Anniversary Territory Week marking a half century of Commonwealth control of Christmas Island. This event has been held by the Commonwealth of Australia, unincorporated and incorporated community groups over previous decades.

Operating under the umbrella of the local government, within its Community Services division, and benefiting from the expertise of dedicated staff experienced in local event management and logistics, this event has matured into a dependable and perennial fixture on the calendar. It has earned a reputation for being well-organized, a quality upon which friends and family of island residents can confidently rely.



Such is the visitor numbers – around 80 in 2023s edition – that the Commonwealth engaged an additional flight to cater for the volume of demand. The business-as-usual traffic needed for Cocos (Keeling) and Christmas Island still needed to be met as these dominantly visiting friends and relatives booked out the two flight days leading into the Territory Week festival many months in advance.

The Shire seeks to continue delivering on this event and will advise the Commonwealth to consider additional flights as a going concern for that specific fortnight in the calendar.

The tourism spend for week-long activities such as the Marathon and Territory Week is a great boost for local hoteliers, restaurants with positive experiences reported by local tour operators as well.

The Shire will seek to create additional themed week long events of a Sport or Cultural facility to further increase visitor numbers to the island and will consult as needed with island stakeholders in this process.

*Funding Avenue: Ratebase, and grant opportunities*

### iii) Settlement Sports Hall Foreshore development

Council seeks Commonwealth approval to repurpose the Settlement Sports Hall from a disused indoor sports facility to a multi-purpose commercial / tourism hub to give effect to its potential as such in Shire's *2012 Gaze Road Tourism & Commercial Precinct Urban Design Master Plan*.

Shire has adopted the *2023 Settlement Sports Hall Refurbishment Preliminary Design Concept* which outlines a possible re-utilisation of the building and describes the need for Ministerial input to update the management orders on the building, it being a Commonwealth asset.

*Funding Avenue: A joint effort between Government and private industry.*



iv) Support of local cultural organisations' festival calendar

Council will continue to support the myriad of local festivals on island from the Malay, Chinese and Western communities from arts, culture and sports with small grant sponsorships and moreover, logistical support for marquee, lighting, seating, sound and stage equipment to host events. Council budgets \$60,000 a year in its 'Community Assistance Grant Scheme' open to local not-for-profits and residents to assist in costs related to their community events.

This typically includes religious and cultural days that are open to the public, local sporting events and similar.

Funding Avenue: Shire's Annual Budget.



*Club conducting a Lion Dance performance at the Shire Harmony Week Markets*



### Delivering Investment Opportunities

The 10-Year Strategic Community Plan (SCP) includes a specific target for item E2, which pertains to '*Diversified Economic Growth*.' The target stipulates that there should be a cumulative value of \$1 million in development applications nominated for construction every five years within each Corporate Business Plan.

This ambitious goal can only be met if construction is done on either newly acquired vacant land, or in the unlikely event of procurement of an existing commercial building (ie Poon Saan shops), its demolition, and follow up reconstruction of a use class approved building in that zoning.

### Light Industrial Area Precinct Development

The Shire has the Light Industrial Area precinct which comprises of two shovel ready sites titled for ownership, and a larger balance of the LIA precinct on a single title yet to be titled into lots. The area is being re-mapped out to create additional lots in the precinct taking into account the return of mining land in the area which is no longer being utilised for extraction or seemingly any commercial use at this point.

The Shire will plan to develop the two titled sites with light industrial warehouse structures with utilities connected in the five year period. Pending procurement of funds to develop the warehouse units, the Shire Council will consider the best method of disposal into the business community, by lease or sale.

NE2 '*Knowing Our Water Resources*' in conjunction with NE4 '*Waste Management*' are two key elements to ensuring continued human occupation on Christmas Island is done sustainably and with a small as possible footprint into the natural space as possible.

Council has adopted the United Nations' 17 Sustainable Development Goals and to this end the Shire will seek to ensure its plans for development are designed in a sustainable manner.

*Funding Avenue: Ratebase and grant funding opportunities.*

### Land Release and Related Development Matters

The Council notes the significant blockage to development from the pausing of the Christmas Island Strategic Assessment by the Department of the Environment and Department of Territories on the UCL sites around the island.





The Shire does not consider this to be an insurmountable hurdle that will prevent land release; rather, it may be that a proponent may have to undertake their own environmental and heritage impact assessments to facilitate development rather than rely on a Strategic Assessment having cut the green and red tape for them.

The Shire will continue to examine the governance arrangements with the acquisition and disposal of UCL and other Commonwealth lands and the probity required for all parties from the private and public sector. Item E3 '*A Flowchart Forward*' in the SCP puts '*that the Shire assists residents and the business community in gaining clarification into processes forward with land release and related developmental matters involving State and Federal stakeholders through flowcharts, graphics, diagrams and written material.*' The metric that we hold ourselves to is *the percentage of businesses and people surveyed who indicate that they understand the path forward on land development and release matters.*

To this end in light of the cessation of the CISA there is a gap in the private sector's understanding of how it may progress their development plans for Christmas Island. The Shire's Director of Planning, Governance and Policy will be the principal point of contact for the private sector for queries in this space; this officer will seek to make presentations on research in this field to Council and its Committees accordingly.





## 3.0 Council's Roles

The Shire will continue to execute its responsibilities as a municipal authority under the Local Government Act 1995 (WA)(CI) across the usual 'roads, rates and rubbish' duties. However this Corporate Business Plan has a focus on what the municipal level of government can do to assist economic transitioning of the municipality as wider economic forces and off-island policy decisions negatively impact its existing economic planks.

The Shire of Christmas Island was created in 1992 following the WA Applied Laws regime applying to the Indian Ocean Territories. Thus, Council has the same roles and responsibilities as all other local government authorities in WA; it does however also exist alongside our counterparts at the Shire of Cocos (Keeling) Islands in a different broader governance arrangement than what a WA local municipal authority exists in and as such requires a modified approach to governance than what a municipal authority usually would.

### Consultative Mechanism for State Legislation

The Community Consultative Committee is a committee of Council and was formed in 1992 to provide community input into the applied laws regime amongst other functions funded by the Commonwealth. It had its funding revoked in 2012. Council elected to continue the CCC function unfunded as it saw it as a critical function to have some input into how state services and laws are delivered.

In addition to meeting with WA state agencies and continuing to review Service Delivery Arrangements (SDA) from 2012 onwards, the CCC in 2023 made the historic resolution to write to the Commonwealth to request specific programming of the annual \$40m SDA budget to include an SDA with the WA Department of Jobs, Tourism, Science and Innovation (JTSI). Relevant Council officers are pursuing this with the goal to have the CCC provide input into what services the SDA should provide Christmas Island.

The CCC believe that an SDA with JTSI would be able to provide access to the range of expertise and resources the WA Government has for state economic / sector-wide development that a local government and volunteer not-for-profit incorporated association would not on their own have.

### Advocate for Agreed Community Development

Council in addition makes submissions to the various Joint Standing Committees (JSC) that visit Christmas Island, of which we have had three in the last Corporate Business Plan period. Each of these JSC visits have the ability to shape policy for the IOTs with subsequent pivots for different stakeholders required. Maintaining the Planning Forum as a continuous point of reference with its guiding 10 year Strategic Community Plan comprised agreed



community development goals is of critical importance to the Council and its Integrated Planning Framework.

### Delivery of Services and Facilities

Council is responsible for parks and gardens, waste management, roads, footpaths, drainage, some recreation and cultural facilities and hosts several community events throughout the year including Harmony Week, Australia Day Big Breakfast and the Territory Week Festival.

Most services are based on infrastructure like roads, parks and playgrounds. Maintenance and renewal of these infrastructure assets are part of Council's service delivery role.

Some services are non-asset based, such as town planning, events and community information (such as the CCC liaising).

### Regulation

Local Governments have specific regulatory responsibilities that are vital for community wellbeing. The Shire of Christmas Island maintains the regulatory and enforcement regime in public health (ie licensing and monitoring food premises), the appropriateness and safety of new buildings and the use of land.

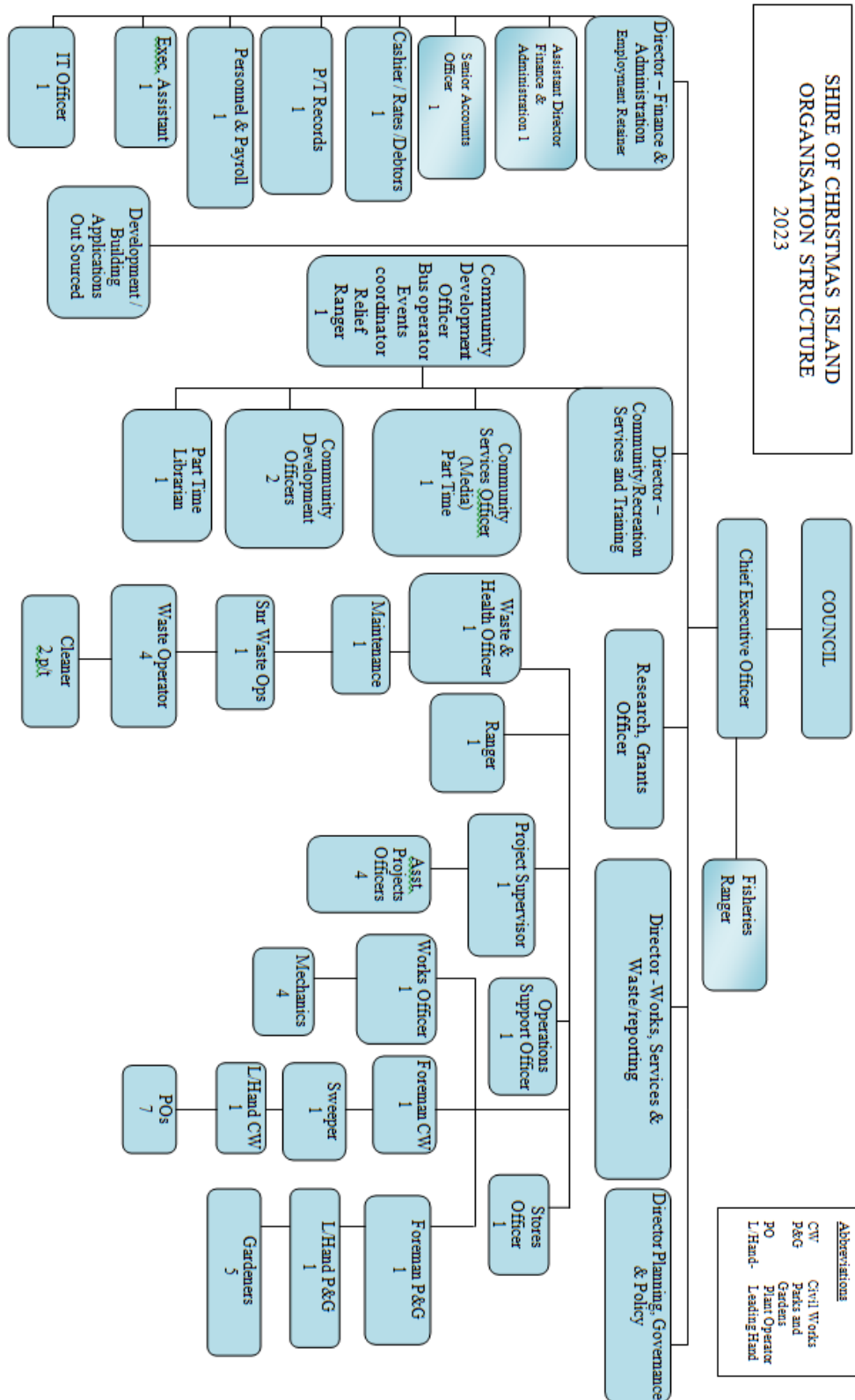
In particular regarding use of land, the Commonwealth has initiated in its 2017 Commonwealth Land Management Plan (CLMP) which looks to make available unallocated crown land to developers for economic advancement. This will require substantial Council resources to assist in the process by fulfilling our role as the Town Planning Scheme managers and local authority for building permits, planning services and the like.

New land development is subject to a series of regulation as it has the potential, in particular on Christmas Island, to impact the environment especially in relatively untouched areas of the island that have been identified in the CLMP for possible release.



## 4.0 Organisational Chart

Adopted at the September 2023 Ordinary Council Meeting, Resolution 72/23





## 5.0 Themes and Actions

The *Our Island, Our Responsibility Strategic Community Plan 2023-2033* features six themes for Council to pursue alongside Government and community stakeholders to achieve the vision 'A Place for Everyone, Without Exception.'

Community Development	Planning	Economy and Environment
Natural Environment and Climate Change	Infrastructure	Governance

### **Christmas Island 2033 Community Vision Statement:**

"*Our Island, Our Responsibility*" is a poignant community vision that encapsulates the profound commitment of the people of Christmas Island to the stewardship and guardianship of our home. This statement expresses a powerful sense of collective ownership and responsibility for the Island's well-being and sustainability, emphasizing the indispensable role of its inhabitants in shaping its future. It recognises that it was only through historical collective action that we have created the modern Christmas Island that we value so much today. As Christmas Islanders did once before, it is time to take responsibility for the direction of the Island to create a future for our society here."

*Shire of Christmas Island 'Our Island, Our Responsibility' Strategic Community Plan CI 2023-2033*



## Community Development

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
CD1	<p>A Healthy Aging Community</p> <p>An active seniors population who feel engaged with their local government to ask for services</p>	<p>Pursue Residential Aged Care dialogue with Commonwealth and report to residents accordingly.</p> <p>Liaise with CI Seniors Association on outcomes of dialogue with Commonwealth on RAC</p> <p>Continue to support IOTHS-SOCI joint initiatives for seniors weekly health programs as well as other community groups such as CI Women's Association who look to provide support initiatives too.</p> <p>Officer: Director of Community Services Director of Policy</p>	X				
				X			
			X	X	X	X	X
CD2	<p>An Engaged Youth Community</p> <p>An engaged youth population who feel they can participate in municipal decision making that will affect them</p>	<p>Continue the secretariat services for the newly formed 2023 Youth Advisory Council</p> <p>Provide training and participation opportunities for YAC membership to improve their experience in boardpersonship and other governance skills</p> <p>Officer: Director of Community Services</p>	X	X	X	X	X



CD3	<p>A Vibrant Event Calendar</p> <p>That residents feel the civic life of Christmas Island takes advantage of the year-round warm weather and diversity of culture's celebrations.</p> <p>That residents feel they have a structured engagement process to suggest new celebrations or events</p>	<p>Community Services to deliver one outdoor activity every two months in the dry season, with an according number of indoor/outdoor events in the wet season to accommodating the weather.</p> <p>To have special focus on CI Marathon, Territory Week as signature Christmas Island events for locals and visitors into the future.</p> <p>Community Services to engage with community groups regularly to see what support they can provide to assist their event needs.</p> <p>Officer: Director of Community Services</p>	X	X	X	X	X
CD4	<p>A Better Funded Arts and Community Development Sector</p> <p>Residents identified the lack of opportunity for state-level type grants. SOCI to lobby the Commonwealth and report back to arts and community development sector</p>	<p>Council to liaise with Commonwealth and other necessary stakeholders on the lack of opportunity for state-level type grants and report back to community groups</p> <p>Officer: Director of Policy</p>	X	X			
CD5	<p>Substance Abuse Awareness Level Increase</p> <p>That Christmas Island remains a place relatively free of substance abuse</p>	<p>SOCI to develop a local drugs initiative strategy in consultation with IOTHS and relevant organisations</p> <p>Officer: Director of Policy</p>		X			



CD6	<p>An Inter-Island Connection</p> <p>That Christmas Islanders feel that there is a better connection with Cocos (Keeling) Islanders for cultural and sporting exchanges</p>	<p>That the two islands shall meet for cultural, sporting or otherwise community exchanges on each others' islands at least twice in the 5 year period.</p> <p>Officer: Director of Community Services</p>		X		X	
CD7	<p>A Tidy Township</p> <p>That Christmas Islanders feel the Council is performing its municipal duties in street amenity adequately</p>	<p>Continued resourcing of beach clean initiatives and collaboration with Tarangoa Blue, Keep Australia Beautiful Committee and other mainland stakeholders</p> <p>Audit precincts annually to assess for street amenity and adjust municipal upkeep accordingly</p> <p>Officer: Director of Community Services Director of Works and Services</p>	X	X	X	X	X
			X	X	X	X	X





## Planning

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
P 1	<p>A Community That Plans for Itself</p> <p>That residents feel they have had adequate opportunities to provide input into planning instruments</p>	<p>SOCI utilises the EM3 Community Consultation Policy to ensure maximum awareness is given to residents to provide input during the mandatory public comment periods required under the regulations for local planning strategies and other instruments.</p> <p>SOCI to report back to the community on the suggestions collected and provide a statement if it was included, modified or rejected from the final version of a planning instrument.</p> <p>Officer: Director of Policy</p>	X				X
P 2	<p>In Currency Statutory Planning Instruments</p> <p>That the Shire ensures the governance framework in place to review and adopt statutory Planning Instruments is clear of hurdles</p>	<p>Director of Policy is to provide Islander article updates on the tracking of the statutory planning instruments, along with a flowchart of expected timeframes.</p> <p>Officer: Director of Policy</p>	X	X			X
P 3	<p>A Greener Island</p> <p>That residents feel the municipal planning and council service delivery is as green as possible</p>	<p>That Council makes green-commits for its own workflow and service delivery and is able to provide advice on how other stakeholders on the island can make their own green-commits.</p>	X	X	X	X	X



		<p>E.g, Council planning requirements to require new builds to adhere to best practice designs for construction in tropical zones.</p> <p>Council works with Commonwealth and Shire of Cocos (Keeling) Islands to complete the <i>Indian Ocean Waste Management Strategy</i> presently underway.</p> <p>Officer: CEO Director of Policy</p>	X	X			
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## Economy and Employment

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
E1	<p>Sustainable Business Growth</p> <p>Actively support and develop industrial level sites to replace outgoing industries</p>	<p>Pursue CI-Singapore Strategy initiatives at the highest levels</p> <p>Pursue development of SOCI LIA sites for disposal by lease or sale</p> <p>Develop visibility on process for obtaining UCL post CISA</p> <p>Officer: CEO Director of Policy</p>	X	X	X	X	X
E2	<p>Diversified Economic Growth</p> <p>Advocate and attract business and investment opportunities</p>	<p>Pursue CI-Singapore Strategy initiatives at the highest levels</p> <p>Engage with WA Dept. of Jobs, Tourism, Science and Innovation to pursue Service Delivery Agreement discussions as per Community Consultative Committee resolution in 2023</p> <p>Consider rates discount, waste fee discounts for newly established businesses in new industries for a period of time</p> <p>Encourage participation in investment conferences, particularly in the hospitality industry, when land becomes available.</p>	X	X	X	X	X



		<p>Example <i>HICAP – Hotel Investors Conference Aus/NZ in Sydney Oct 2024</i></p> <p>Officer: CEO Director of Policy</p>					
E3	<p><b>A Flowchart Forward</b></p> <p>That Shire assists residents and the business community in gaining clarification into processes forward with land release and related development matters involving State and Federal stakeholders through flowcharts, graphics, diagrams and written material</p>	<p>Engage with Commonwealth to verify flowcharts and associated material on processes forward in regards to land release and related development.</p> <p>Reach joint-understanding with Commonwealth on flowcharts forward. Publish flowcharts publically on Shire website after they have been vetted by relevant State and Commonwealth stakeholders. Flowcharts should show lines of accountability and timelines of completeness.</p> <p>Officer: Director of Policy</p>		X			
				X			
E4	<p><b>A Local Voice for Lobbying</b></p> <p>That people utilise the Shire and its elected members as the voice for lobbying</p>	<p>Continue to convene the Community Consultative Committee forum monthly.</p> <p>Maintain register of frequency of contact Councillors and staff receive regarding an economic development issue (insurance, land release, logistics, post,etc)</p> <p>Officer: Director of Policy</p>	X	X	X	X	X
			X	X	X	X	X



## Natural Environment and Climate Change

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
NE 1	A Green Township  Enhancing the tree canopy cover in the township	Conduct at least 10 tree plantings annually.  Officer: Director of Works, Services and Waste	X	X	X	X	X
NE2	Knowing Our Water Resources  That Christmas Islanders feel they have adequate knowledge about water resources to be able to plan their economic and social development into the future	Engage specialist advice to inform Council on the maximum population numbers for the island's water supply.  Engage with DEWR and Water Corp as needed to complete water resources capability understanding  Engage with Commonwealth to conduct basalt mapping of the island to better understand freshwater supplies on the island  Officer: Director of Policy	X  X  X	  X  X			
NE3	Flying Fish Cove Housing Future  That Christmas Islanders in Flying Fish Cove are given adequate information about relocation plans in the event climate change makes the area unsafe for habitation	Revisit Flying Fish Cove residents with the mandatory Strategic Community Plan review in its 4 <sup>th</sup> and 8 <sup>th</sup> years to reaffirm the need for moving from FFC when the time comes  Officer: Director of Policy CEO				X	



NE4	<p>Waste Management</p> <p>That the Shire develops with WA Dept. of Environment and Water Regulation the Commonwealth a new waste management site to replace the current one when needed</p>	<p>Assisting the Commonwealth and DEWR with all necessary assessment studies to facilitate this.</p> <p>Officer: CEO</p>		X			
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## Infrastructure

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
Infra1	<p>Managing Municipal Built Spaces</p> <p>That Christmas Islanders have confidence that the municipal built environment is managed in a satisfactory way</p>	<p>Community Consultative Committee to be consulted for feedback from their membership on the state of municipal built spaces annually.</p> <p>These include roads, community buildings and spaces and SOCI's heritage sites</p> <p>Officer: Director of Policy</p>	X	X	X	X	X
Infra 2	<p>Planned and Facilitated Growth</p> <p>That new municipal infrastructure programs and deliveries meet identified community need</p>	<p>That the relevant Shire Directors and CEO conduct an environmental needs analysis and business case before committing to a new municipal civil construction never before delivered to gauge utility.</p> <p>For example, replacing gazebos where they are at end of life</p>	X	X	X	X	X



		would not need analysis, but building a new footpath would.					
		Officer: CEO					

## Governance

SCP 2023-2033 Plan Reference	Description	Actions	2023	2024	2025	2026	2027
G1	Accountable and Transparent Leadership  That Council maintains public registers of information	Local Governments are required to maintain registers of key information and other specific administrative data online or in available to the public under the Act and Regulations. Director of Policy to ensure that all such records are available as required.  Officer: Director of Policy	X	X	X	X	X
G2	Have a Say That Council engage, communicate and consult adequately with our community	Council to utilise the EM3 Community Consultation Policy when needed. A register to be kept of instances of EM3  Number of postal drops, public information workshops, printed material provided to inform the community on have-a-say matters to be reported by Director of Policy annually	X	X	X	X	X





		Officer: Director of Policy					
G3	Promote and Advocate for Islanders That Council is believed to be advocating for the interests of all Christmas Islanders, and not only developers, investors and businesses or other groups	Council to publish articles in the Islander in translation following each Community Consultative Committee meeting as required of instances where island-wide advocacy matters have been discussed and a resolution made.  Officer: Director of Policy	X	X	X	X	X



## 6.0 Four Year Financial Forecast

Source: SOCI Long Term Financial Plan 2023-2028 UHY Haines Nortons

<b>Revenues</b>					
<b>Rates</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
	\$	\$	\$	\$	\$
Operating grants, subsidies and contributions					
Fees and charges	2,448,756	2,625,067	2,814,073	3,016,686	3,233,887
Service charges	8,896,612	9,181,303	9,475,106	9,778,310	10,091,217
Interest earnings	3,304,271	3,525,658	3,761,878	4,013,928	4,282,863
Other revenue	0	0	0	0	0
	267,633	284,423	297,431	310,402	338,956
<b>Expenses</b>	<b>677,450</b>	<b>699,130</b>	<b>721,501</b>	<b>744,590</b>	<b>768,418</b>
Employee costs	15,594,722	16,315,581	17,069,989	17,863,916	18,715,341
Materials and contracts					
Utility charges (electricity, gas, water etc)	(11,196,433)	(11,700,263)	(12,226,777)	(12,776,974)	(13,351,944)
Depreciation on non-current assets	(1,123,046)	(1,158,981)	(1,196,058)	(1,234,332)	(1,273,832)
	(282,814)	(291,860)	(301,196)	(310,832)	(320,777)
Interest expense	(2,561,653)	(2,725,957)	(2,807,065)	(2,944,441)	(3,150,920)
Insurance expense	0	0	0	0	0
Other expenditure	(409,211)	(434,819)	(462,272)	(491,710)	(523,296)
	(1,954,345)	(2,016,878)	(2,081,411)	(2,148,017)	(2,216,745)
	17,527,502	18,328,758	19,074,779	19,906,306	20,837,514
	(1,932,780)	(2,013,177)	(2,004,790)	(2,042,390)	(2,122,173)
<b>Non-Operating grants, subsidies and contributions</b>	<b>667,428</b>	<b>453,881</b>	<b>521,272</b>	<b>437,371</b>	<b>968,576</b>
Profit on disposal of assets	0	0	0	0	0
Loss on asset disposal	0	0	0	0	0
<b>NET RESULT</b>	<b>(1,265,352)</b>	<b>(1,559,296)</b>	<b>(1,483,518)</b>	<b>(1,605,019)</b>	<b>(1,153,597)</b>
<b>Other Comprehensive Income</b>	<b>4,148,574</b>	<b>4,234,855</b>	<b>4,318,404</b>	<b>4,406,618</b>	<b>4,483,484</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>2,883,222</b>	<b>2,675,559</b>	<b>2,834,886</b>	<b>2,801,599</b>	<b>3,329,887</b>



## 7.0 How Will We Know If The Plan is Succeeding?

The two main themes for delivery in this Corporate Business Plan are

- “A Tourism Ready Footing” and
- “Delivering Investment Opportunities”

A CBP is a five year delivery plan of key items in a 10 Year SCP. The 10 Year SCP is to have a desk top review every two years and a formal review every 4<sup>th</sup> year. It is in the desktop and formal reviews that community feedback will be taken in around these programs.

### Metrics

'A Tourism Ready Footing' Programs	Metric
Streetscapes	<ol style="list-style-type: none"> <li>1. % of surveyed who are positive about general amenity of the island.</li> <li>2. Analysis of completion rates of INFRA 1 community consultation committee annual feedback register.</li> <li>3. Number of new aesthetic / cultural elements added to the streetscapes (murals, sculptures, etc).</li> </ol>
Sport and Cultural Tourism Facilities	<ol style="list-style-type: none"> <li>1. Number of persons flying into the CI Marathon and Territory Week events.</li> <li>2. Number of new initiatives proposed in the sports and cultural tourism facility space</li> </ol>
Sports Hall Foreshore Development	<ol style="list-style-type: none"> <li>1. Completion of project</li> </ol>
Local Festival Calendar Support	<ol style="list-style-type: none"> <li>1. Number of subscribers to the grant program</li> <li>2. Estimate of number of persons the event programs the grant money provides an experience for</li> </ol>



'Delivering Investment Opportunities Programs	Metric
Light Industrial Area Precinct Development	<ul style="list-style-type: none"> <li>- Number of lots occupied at LIA</li> <li>- Number of lots developed at LIA</li> </ul>
Land Release and Related Development Matters	<ul style="list-style-type: none"> <li>- Publication of E3 <i>A Flowchart Forward</i> documents to the public</li> <li>- \$1m in development application nominated values of construction every Corporate Business Plan period</li> </ul>

The SCP 2023-2033 contains metrics to measure the delivery of the six themes

- Planning
- Economy and Employment
- Natural Environment & Climate Change
- Infrastructure
- Governance
- Community Development

The metrics for these measurements are in the SCP 2023-2033 and will be assessed every Corporate Business Plan also.



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### **Shire of Christmas Island**

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2023 Settlement Sports Hall Refurbishment Preliminary Design Concept

2013 Long Term Financial Plan

2012 Gaze Road Tourism & Commercial Precinct Urban Design Master Plan

2011 Dual Use Pathways Project, Shire of Christmas Island

### **Department of Infrastructure and Regional Development**

Socio-Economic Impact of the Immigration Detention Centre on Christmas Island 2011

### **Other**

A Social and Economic Impact Assessment of Phosphate Mining on Christmas Island 2019,  
University of Western Australia

All bibliography documents available on [www.shire.gov.cx](http://www.shire.gov.cx)

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