



Notice is given that an Ordinary Meeting of Council of the Shire of Christmas Island is to be held at the Council Chambers on **Tuesday 21 March 2023** commencing at 7.00pm

David Price
Chief Executive Officer

AGENDA

- 1 Declaration of Opening of Meeting/Announcement of Visitor
- 2 Record of Attendance/Apologies/Leave of Absence/Declaration of Financial/Proximity/Impartiality Interests
 - 2.1 Attendance
 - 2.2 Leave of Absence
 - 2.3 Apologies
 - 2.4 Declaration of Interests
- 3 Response to Previous Public Questions Taken on Notice
- 4 Public Question Time
- 5 Applications for Leave of Absence
- 6 Petitions/Deputations/Presentations
- 7 Confirmation of Minutes of Previous Meetings/Business arising from the Minutes of Previous Meetings
 - 7.1 Minutes of Ordinary Council Meeting held on 07 February 2023 (pg 1-3)
 - 7.2 Business Arising from the Minutes of Previous Meetings
- 8 Announcements by Presiding Member Without Discussion
- 9 Reports of Committees
- 10 Reports of Officers
 - 10.1 Chief Executive Officer
 - 10.1.1 Date change for the 2023 June Ordinary Council Meeting (pg 04-05)
 - 10.1.2 Local Government Elections October 2023 (pg 06-13)
 - 10.1.3 2023 ALGA National Conference Attendance (pg 14-15)
 - 10.1.4 Community Strategic Plan 2023 -2033 Our Island Our Responsibility (pg 16-57)
 - 10.1.5 Corporate Business Plan 2022-2023 (pg 58-82)
 - 10.1.6 Policy Manual Review (pg 83-110)
 - 10.2 Director Finance & Administration
 - 10.2.1 Schedule of Accounts-January/February 2023 (pg 111-119)
 - 10.2.2 Financial Statements – February 2023 (pg 120-125)
 - 10.2.3 Write off Of Bad Debts (pg 126-127)
 - 10.2.4 Christmas Island –Compliance Audit Return (CAR) 2022 (pg 128-139)
 - 10.3 Director Community/Recreation Services & Training
 - 10.4 Director Works, Services & Waste
 - 10.5 Director Planning, Governance & Policy
- 11 Elected Members Motions of which Previous Notice has been given
- 12 New Business of an Urgent Nature Introduced by Decision of the Meeting
- 13 Behind Closed Doors
- 14 Closure of Meeting
- 15 Date of the next Ordinary Meeting
26 April 2022



UNCONFIRMED MINUTES

Ordinary Meeting of the Shire of Christmas Island held at the George Fam Chambers at 7.00pm on Tuesday 7 February 2023

1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

1.1 The Shire Deputy President declared the meeting open at 7.00pm.

2 RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE/DECLARATIONS OF FINANCIAL INTEREST

1.2 Record of Attendance

Deputy President

Councillors

Cr Kee Heng **FOO**

Cr Philip **WOO**

Cr Hafiz **MASLI**

Cr morgan Boon Hwa **SOH**

Cr Azim **YON**

Chief Executive Officer

Director Community/Recreation Services

Director Works, Services & Waste

David **PRICE**

Oliver **LINES**

Troy **DAVIS**

2.2 **Leave of Absence**

Shire President

Cr Vincent Cheng-siew **SAW**

2.3 **Apologies**

Cr Farzian **ZAINAL**

Chris **SU**

2.4 **Declarations of Financial/Impartiality/Proximity Interest**

3 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

4 PUBLIC QUESTION TIME

5 APPLICATIONS FOR LEAVE OF ABSENCE

Council Resolution

Moved: Cr YON

Seconded: Cr MASLI

Res. No: 1/23

That Councillors THOMSON and LEE be granted leave of absence for the Ordinary Council Meeting of 7 February 2023.

Carried: 5/0

6 PETITIONS/DEPUTATIONS/PRESENTATIONS

7 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS/BUSINESS ARISING FROM THE MINUTES OF PREVIOUS MEETINGS

7.1 Minutes of Ordinary Council Meeting held on 13 December 2022

Members considered the unconfirmed minutes.

Council Resolution

Moved: Cr WOO

Seconded: Cr MASLI

Res. No: 2/23

That Council adopt the unconfirmed minutes of the 13 December 2022 Council Meeting.

Carried: 5/0

7.2 Business Arising from the Minutes of Previous Meetings

8 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

9 REPORTS OF COMMITTEES

10 REPORTS OF OFFICERS

10.1 Chief Executive Officer

10.1.1 Services Contract in Relation to Fisheries

Council Resolution

Moved: Cr YON

Seconded: Cr SOH

Res. No: 3/23

The CEO be authorised to sign the Services Contract in Relation to Fisheries Services for Christmas Island on behalf of the Shire of Christmas Island

Carried: 5/0

10.1.2 Budget Review 2022/2023

Council Resolution

Moved: Cr MASLI

Seconded: Cr SOH

Res. No: 4/23

That the variations in the existing budget line items as set out in the attached proposed budget review report be approved.

Carried: 5/0 (Absolute Majority)

10.2 Manager Finance & Administration

10.2.1 Schedule of Accounts – December 2022

Council Resolution

Moved: Cr SOH

Seconded: Cr WOO

Res. No: 5/23

That Council approves the expenditure as presented in December 2022 Schedule of Accounts

Carried: 5/0

10.2.2 Financial Statements – December 2022

Council Resolution

Moved: Cr MASLI

Seconded: Cr SOH

Res. No: 6/23

That Council receives the Financial Statements of December 2022 for the Municipal Fund.

Carried: 5/0

10.2.3 Financial Statements – January 2023

Council Resolution

Moved: Cr SOH

Seconded: Cr WOO

Res. No: 7/23

That Council receives the Financial Statements of January 2023 for the Municipal Fund.

Carried: 5/0

- 10.3 Manager Community/Recreation Services & Training**
- 10.4 Manager Works, Services & Waste**
- 10.5 Manager Governance, Research, Policy & Grants**
- 11 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 12 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING**
- 13 BEHIND CLOSED DOORS**
- 14 CLOSURE OF MEETING**
The Shire President closed the meeting at **7.26pm**
- 15 DATE OF NEXT MEETING: 21 March 2023**



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.1.1
SUBJECT	Date change for the 2023 June Ordinary Meeting of Council
LOCATION/ADDRESS/APPLICANT	George Fam Centre
FILE REFERENCE	2.3.3
INTEREST DISCLOSURE	Nil
DATE OF REPORT	10 February 2023
AUTHOR	David Price CEO
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

The Ordinary Meeting date of Council for June 2023 be changed from 13th June to 27th June 2023, and the reschedule 2023 Ordinary Council meeting dates be advertised through a Public Notice.

BACKGROUND

Council is required to set and publicly advertise (by notice) its annual Ordinary Council Meetings for 2023 in accordance with section 5.25 (1) (g) of the Local Government Act (CI) 1995 and Regulation 12 of the Local Government Administration Regulations 1996.

This was done for the 2023 meeting dates by Council at its Ordinary Meeting held 22 November 2022

COMMENT

The original Ordinary Council meeting date of 13th June 2023 was set to enable those Councillors who attend the ALGA Conference in Canberra which originally set for 18th to 20th June to attend the June Ordinary Council meeting.

ALGA in early February advised that the ALGA 2023 Conference in Canberra was moved forward to the 13th and 15th of June.

The change of those dates for the 2023 ALGA would prohibit the Councillors attending the Conference to also attend the Ordinary Meeting of Council scheduled for 13th June.

Moving the June Ordinary Council meeting date to 27th June would enable those Councillors attending the ALGA June Conference to return to Christmas Island in time for an Ordinary Council meeting on 27th June 2023.

STATUTORY ENVIRONMENT

The applicable legislation is the Local Government Act 1995 (WA)(CI) Section 5.25 (1) (g) as follows –

5.25.Regulations about council and committee meetings and committees

- (1) *Without limiting the generality of section 9.59, regulations may make provision in relation to —*
- (g) *the giving of public notice of the date and agenda for council or committee meetings;*

and Regulation 12 (1) of the Local Government Administration Regulations 1996 as follows –

12. Public notice of council or committee meetings — s. 5.25(1)(g)

- (1) *At least once each year a local government is to give local public notice of the dates on which and the time and place at which —*
- (a) *the ordinary council meetings; and*
- (b) *the committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public,*
- are to be held in the next 12 months.*

POLICY IMPLICATIONS

In accordance with Council Policy.

FINANCIAL IMPLICATIONS

There are no significant financial implications arising from this matter.

STRATEGIC IMPLICATIONS & MILESTONES

There are no significant strategic implications arising from this matter.

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS

Nil



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.1.2
SUBJECT	Local Government Elections October 2023
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	2.1.1
INTEREST DISCLOSURE	Nil
DATE OF REPORT	15 March 2023
AUTHOR	David Price, CEO
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

The report be received and noted, and the CEO be authorised to purchase a licence for access to the WAEC's Count WA software option 2 to facilitate the counting process.

BACKGROUND

Council is advised that the Ordinary Local Government Council Elections for the Shire of Christmas Island are scheduled for 21 October 2023.

At the Ordinary Meeting of Council held 25 October 2022 Council pass the following resolution.

"That Council decides to follow Reform Election Pathway as outlined in the Hon John Carey MLA correspondence of 20 September 2022, and will make a submission to the Local Government Advisory Board (the Advisory Board) for the allocation of 7 Councillors for the Shire of Christmas Island in the reform proposals and in line with the Full Reform Proposals 4.5 Tiered Limits on the Number of Councillors which provides for local governments with a population of up to 5000 people to decide to have 5,6,or 7 Councillors."

Council accordingly has representation to the Local Advisory Board for the Shire of Christmas Island to be allocated 7 Councillors.

At the time of writing this report a final decision on the allocation of Councillors has not been made. However the election on the 25 October 2023 will be for all of the Councillors allocated numbers.

The purpose of this report is to update Council on the required preparations for the forthcoming elections.

On 3rd February 2023 the Hon John Carey MLA Minister for Local Government wrote to all Councils urging them to make a decision on the conducting of the election at their March meetings.

The Minister also indicated where the CEO is to conduct the elections local governments would have the option to purchase a licence for access to the WAEC's Count WA software to facilitate the counting process.

Correspondence of 14th March 2023 (attached) from Robert Kennedy WA Electoral Commissioner outlines the options for the CountWA Software 2023 Local Government Ordinary Elections, with two options available.

Option 2 is the recommended option for Shires with expected voting in excess of 300. At the Christmas Island 2021 Local Government elections there were 440 votes counted, accordingly option 2 is recommended for the SOCI.

COMMENT

The Elections Preparations Schedule for the 2023 elections requires the Local Government to decide whether the election will be a postal voting election no later than **80 days before the election day** in accordance with sections 4.20 and 4.61 of the WA Local Government Act 1995 (CL). Following this day the decision cannot be rescinded.

4.20. CEO to be returning officer unless other arrangements are made

- (1) *Subject to this section the CEO is the returning officer of a local government for each election.*
- (2) *A local government may, having first obtained the written agreement of the person concerned and the written approval of the Electoral Commissioner, appoint* a person other than the CEO to be the returning officer of the local government for —*
 - (a) *an election; or*
 - (b) *all elections held while the appointment of the person subsists.*

** Absolute majority required.*

- (3) *An appointment under subsection (2) —*
 - (a) *is to specify the term of the person's appointment; and*
 - (b) *has no effect if it is made after the 80th day before an election day.*
- (4) *A local government may, having first obtained the written agreement of the Electoral Commissioner, declare* the Electoral Commissioner to be responsible for the conduct of an election, or all elections conducted within a particular period of time, and, if such a declaration is made, the Electoral Commissioner is to appoint a person to be the returning officer of the local government for the election or elections.*

** Absolute majority required.*

- (5) *A declaration under subsection (4) has no effect if it is made after the 80th day before Election Day unless a declaration has already been made in respect of an election for the local government and the declaration is in respect of an additional election for the same local government.*
- (6) *A declaration made under subsection (4) on or before the 80th day before Election Day cannot be rescinded after that 80th day.*

4.61. Choice of methods of conducting election

- (1) *The election can be conducted as a —*

postal election *which is an election at which the method of casting votes is by posting or delivering them to an electoral officer on or before election day; or*

voting in person election which is an election at which the principal method of casting votes is by voting in person on election day but at which votes can also be cast in person before election day, or posted or delivered, in accordance with regulations.

- (2) The local government may decide* to conduct the election as a postal election.

*** Absolute majority required.**

- (3) A decision under subsection (2) has no effect if it is made after the 80th day before Election Day unless a declaration has already been made in respect of an election for the local government and the declaration is in respect of an additional election for the same local government.
- (4) A decision under subsection (2) has no effect unless it is made after a declaration is made under section 4.20(4) that the Electoral Commissioner is to be responsible for the conduct of the election or in conjunction with such a declaration.
- (5) A decision made under subsection (2) on or before the 80th day before Election Day cannot be rescinded after that 80th day.
- (6) For the purposes of this Act, the poll for an election is to be regarded as having been held on Election Day even though the election is conducted as a postal election.
- (7) Unless a resolution under subsection (2) has effect, the election is to be conducted as a voting in person election.

The Shire of Christmas Island (SOCl) has conducted all of its previous elections by the 'voting in person' method and in this regard the Chief Executive Officer of the Council has been the Returning Officer for the elections in accordance with the legislation above. Accordingly where no specific recommendation is resolved by SOCl to the contrary in accordance with the above legislation, then the CEO will be the Returning Officer (RO) for the forthcoming elections on xx October 2021 as an 'in person election'. The RO will then be responsible for the appointing of any required election staff.

STATUTORY ENVIRONMENT

Sections 4.20 and 4.61 of the WA Local Government Act 1995 (Cl) and the WA Local Government (Elections) Regulations (Cl) 1997 where applicable.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Budget provision will be made for the forthcoming elections in the 2023/24 financial year.

STRATEGIC IMPLICATIONS

Nil

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS

10.1.2.1 3 February 2023 correspondence from Minister John Carey

10.1.2.2 14 March 2023 correspondence from WA Electoral Commissioner



Hon John Carey MLA
Minister for Housing; Lands; Homelessness; Local Government

Our ref: 78-11008

3 February 2023

Dear Local Government Chief Executive Officers

MEMORANDUM TO CHIEF EXECUTIVE OFFICERS
ARRANGEMENTS FOR THE UPCOMING OCTOBER 2023 ORDINARY ELECTIONS

As you know, the State Government is continuing to work with the local government sector to deliver the most significant package of local government reforms in more than 25 years. These reforms include several measures to strengthen local democracy and increase community engagement, including new requirements for:

- the introduction of optional preferential voting for all local government elections;
- directly-elected Mayors and Presidents for all Band 1 and 2 local governments;
- the abolition of wards for all Band 3 and 4 local governments; and
- aligning the size of councils with the size of the population of each district.

In September 2022, I wrote to all local governments to outline the implications of the reforms for each council, and pathways for implementing required changes. Since then, the majority of impacted councils have been working to consider how best to transition in changes. Many councils have since completed Ward and Representation Reviews, while others will have more substantial changes implemented through reform elections, or minor changes made to apply by default.

I would like to acknowledge and thank local governments for the constructive and proactive way they have approached this forward planning.

Further to my previous letter, the State Government is continuing to work to implement election reforms ahead of the October 2023 Ordinary Elections. The reforms will introduce Optional Preferential Voting (OPV) for all local government elections. OPV is similar to preferential voting used in State and Federal Elections, and for local government elections in every other Australian state. OPV provides that electors can preference as many or as few candidates as they decide, and there will be no transfer of preferences other than the preferences electors mark on their ballot paper.

The reforms will also include related new changes for the backfilling of vacancies, including:

- in the event that a member of the council is directly elected as the Mayor or President, the consequent vacancy can be filled by the next highest-polling candidate through the relevant district or ward council election held on the same day;
- if a vacancy arises within one year of a council member being elected at an ordinary election, that vacancy may be filled by the next highest-polling candidate; and
- the timeframes for which certain vacancies can remain unfilled ahead of an upcoming ordinary election will also be extended.

Together, these reforms will greatly reduce the need for extraordinary elections, saving costs for ratepayers and administrative burden for local governments in the longer term.

However, these changes will require specific attention on election night, and returning officers will need to identify the candidates who are next in line to fill further vacancies for inclusion on the declaration of results. Accordingly, I am writing to encourage all local governments to commence early planning for the practical arrangements for the conduct of the October 2023 Ordinary Elections.

As you would know, the council may declare the Electoral Commissioner as responsible to conduct postal elections under sections 4.20 and 4.61 of the *Local Government Act 1995* (the Act). Section 4.28 of the Act further provides that the local government is to meet the costs incurred by the Western Australian Electoral Commission (WAEC) in conducting such elections.

Alternatively, if council decides that the CEO (or other appointee) is to be the returning officer, local governments will have the option to purchase a licence for access to the WAEC's CountWA software to facilitate the counting of votes. CountWA software is used to count votes in State Elections, and involves data entry of preferences indicated on ballot papers. This provides for preferences to be counted and re-counted using the software.

If a local government decides to license the software instead of appointing the Electoral Commissioner to conduct the election, the CEO (or other appointee) will remain wholly responsible for the conduct of the count, the use of the software, the introduction of the new OPV counting and backfilling provisions, and dealing with any disputes or complaints. The WAEC will only be able to provide general assistance on accessing and using the software.

The WAEC will shortly be writing to all local governments to provide information for each council. The WAEC can also provide further information on each of these options. Please contact Phil Richards, Manager Election Events on 9214 0443 or at Phillip.Richards@waec.wa.gov.au if you have any queries.

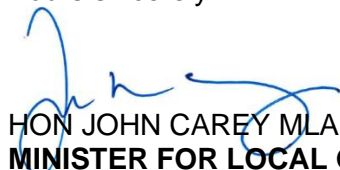
It is strongly recommended that the decision for whether to declare the Electoral Commissioner as responsible for your Ordinary Elections is put to Council at its March meeting. This will allow sufficient time for the WAEC to work with you to deliver the election, or provide you with a software licence, if preferred.

In considering potential arrangements, local governments should be mindful that the WAEC will require sufficient lead time to plan ahead. Accordingly, I strongly urge all local governments to make arrangements as early as possible, and consider the appointment of the WAEC to conduct the elections.

The Department of Local Government, Sport and Cultural Industries (DLGSC) is working closely with the WAEC to prepare further materials to assist local governments with the implementation of reforms. The DLGSC will provide further updates through LG Alerts to the sector and on the DLGSC's website. The DLGSC is also available to assist with any queries, including by email at lghotline@dlgsc.wa.gov.au or by phone on 1300 762 511.

I have also written a letter to the Mayor or President of your local government, which contains the same information as this memorandum. That letter should be received shortly.

Yours sincerely



HON JOHN CAREY MLA
MINISTER FOR LOCAL GOVERNMENT



WESTERN AUSTRALIAN
Electoral Commission

LGE 028

Mr David Price
Chief Executive Officer
Shire of Christmas Island
PO Box 863
CHRISTMAS ISLAND WA 6798

CountWA Software 2023 Local Government Ordinary Election

I refer to your email of 9th March 2023, where the Shire of Christmas Island requested a cost estimate to use the CountWA software package for the 2023 Local Government Ordinary Election should your Chief Executive Officer (or other appointee) be the Returning Officer.

As you may be aware, CountWA is a counting software that is used for computing the results of more complex counts and is used to count votes in State Elections. It involves data entry of preferences indicated on ballot papers into the software and then the software computes the results depending on the counting method required.

The Western Australia Electoral Commission (WAEC) can offer two options for local governments that don't declare the Electoral Commissioner responsible for the conduct of their election.

We recommend that for any local governments expecting more than 300 ballot papers, you consider utilising Option 2, as this will enable you to have multiple data entry operators. We also recommend Option 2 for those local Governments who do not have sufficient in-house IT support to undertake Option 1.

Option 1 - CountWA software and support only

1. This is a single computer installation of CountWA and is best suited to smaller counts where there is a single operator undertaking the role of supervisor and data entry operator. There is no ability to connect any other computer to CountWA or show progressive results whilst also data entering.
2. WAEC will provide:
 - a. Installation package for CountWA. This will be supplied on a suitable download link.
 - b. Technical support (during business hours on phone) prior to election day to assist with the installation and setup of CountWA (times will be advised)
 - c. Training materials and documentation related to CountWA.
 - d. Training of use of Count WA (via Teams).
 - e. Helpdesk support on Election Day from 10.00am to 10.00pm

3. The Local Government will:
 - a. Supply all equipment.
 - b. Have Windows 10 installed on the computer.
 - c. Need appropriate IT capacity to install and setup software on the computer.
4. The cost for Option 1 is \$5,300 (ex GST) per Local Government, plus additional costs for helpdesk support and couriers.

Option 2 - Complete CountWA installation, including all hardware and equipment.

1. This can be used for a range of count sizes, requiring two to 20 computers. It also allows results to be progressively displayed.
2. WAEC will provide:
 - a. Two or more pre-networked laptops with CountWA pre-installed. This package includes all IT equipment needed to run CountWA, including laptop, numeric keypads, networking equipment, extension cords, power boards, etc.
 - b. Printer and modem
 - c. Technical support (during business hours on phone) prior to election day to assist with the setup of CountWA (times will be advised)
 - d. Training materials and documentation related to CountWA
 - e. Training of use of CountWA (via Teams)
 - f. Helpdesk support on Election Day from 10.00am to 10.00pm
 - g. Secure transport of the CountWA equipment to/from the Local Government. The equipment will be sent to the Local Government 1-2 weeks prior to the election so that there is time to setup and test.
3. The Local Government will:
 - a. Be responsible for unpacking and setting up the IT equipment. Clear instructions will be provided by WAEC, and telephone support will be available.
 - b. Provide a suitable HDMI compatible digital projector or large screen, should they wish to display the progressive results on a large screen.
 - c. After the election, pack up all equipment and follow instructions provided by the WAEC for the return of all supplied equipment within 2 weeks after the election.
4. The cost for Option 2 is \$8,000 (ex GST) per Local Government. This includes software license, laptop (one), printer, networked modem, technical support (install), training and materials, WAEC administration support. Please note that:
 - a. There is an additional \$1000 as a bond which is refundable when equipment is returned and if there are no damages.
 - b. There is an additional cost of \$650 per additional laptop required for either data entry or progressive display.
 - c. The cost of helpdesk support, packaging and couriers are variable costs to be added when confirmed.

For both options above, whilst technical support is provided the WAEC accepts no liability for the result and cannot undertake any counting or other administrative assistance with the election.

To determine the total requirements required for the 2023 Local Government Ordinary Elections could you please advise WAEC which option you would be considering and if option 2 can you also indicate the number of laptops required. Local Governments that have indicated they require either option, will be supplied with the CountWA service and invoiced if their election proceeds past the close of nominations.

Please respond to:

Attention Daniel Smith, Project Assistant, LGE Governance and Integrity,
at lgelections@waec.wa.gov.au

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Kennedy', written in a cursive style.

Robert Kennedy
ELECTORAL COMMISSIONER

14 March 2023



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Meeting 21 March 2022
AGENDA REFERENCE	10.1.3
SUBJECT	2023 ALGA National Conference Attendance
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	2.6.1
INTEREST DISCLOSURE	None
DATE OF REPORT	10 February 2023
AUTHOR	David Price, CEO
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

That Council –

1. confirm registration to attend the 2023 Australian Local Government Association National Assembly conference scheduled for 13 to 15 June 2023 in Canberra,
2. nominates the Shire President, the CEO and Councillors _____ and _____ to attend the conference for the purpose of registration, travel and accommodation arrangements,
3. advise the CEO of any Motions by 24 March 2023 that Council may want to have included in the Conference Agenda Papers and,
4. confirm the voting (x 1) and proxy (x 1) delegates for the conference.

BACKGROUND

Council nominated the Shire President, Crs, MASLI and YON, and the CEO to attend the 2022 Australian Local Government Association. (ALGA)

Details of the 2023 conference have now been made available on the ALGA website with printed brochure's being sent to Council shortly.

COMMENT

The 2023 ALGA conference is scheduled for 13 to 15 June 2023 at the Canberra National Convention Centre. This year's theme of the conference is *Our Communities Our Future* and the program will be focused on how councils can work in partnership with the Australian Government in particular to meet current and future needs of local communities.

In accordance with practice last year, Council merely has to nominate 1 x voting delegate (and 1 x proxy) per Council and is not required to provide the voting delegate's name. Therefore presuming Councils endorsement of attendance to the conference, the registration of one voting delegate and one proxy delegate is all that is required.

As in previous years, there is also an opportunity to meet with various Ministers and Government Departments while in Canberra who have portfolio responsibilities relevant to Christmas Island on Monday 12th June.

STATUTORY ENVIRONMENT

Registration of voting delegate x 1 and proxy x 1 as part of the ALGA conference registration process.

POLICY IMPLICATIONS

There are no significant policy implications arising from this matter.

FINANCIAL IMPLICATIONS

Conference registration, travel and accommodation is provided for in the 2022/23 budget for 3 x elected members and 1 x staff member. Indicative cost to attend conference would be –

1. Full conference Early Bird Registration (before 19/5/23) @ \$895.00 p/person with additional \$225.00 p/person to attend Regional Development Forum on Tuesday 13/6/23, when also registering for full conference. Full standard registration cost (after 19/5/23) is \$995.00.
2. The CEO has already pre booked for 4 x rooms near the conference venue to ensure availability.
3. Airfare cost p/person Christmas Island to Canberra return and,
4. Applicable travel allowance p/person in accordance with Council Policy.

STRATEGIC IMPLICATIONS

There are no significant strategic implications arising from this matter.

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.1.4
SUBJECT	Community Strategic Plan 2023 2033 Our Island Our Responsibility
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	
INTEREST DISCLOSURE	Nil
DATE OF REPORT	17/03/23
AUTHOR	David Price
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

Council supports the advertising through Public Notice of the ***Draft Community Strategic Plan 2023 2033 Our Island Our Responsibility - 17 March 2023*** (the **Plan**) for the purpose of community engagement and feedback.

Council supports the development of a questionnaire and the conduct of a community workshop on Wednesday 19th April 2023 Between 6.30 to 9.00pm at the Recreation Centre to gather community ideas, suggestions and priorities pertaining to the **Plan** and its proposed actions.

BACKGROUND

This 10 years **Plan** is to replace the now outdated ***SOCI Our Future: Christmas Island Community Strategic Plan 2011-2021***. The **Plan** is designed to empower the community and enables the Shire's decisions and actions to work directly towards the achievement of community identified goals and priorities.

The **Plan** is a testament to the vision the residents and ratepayers of Christmas Island have for their community and it shall lead us all into the next phase of the community's evolution.

COMMENT

In the context of its limited resources available, the SOCI is expected to considers the desired community aspirations as realistic, practical, achievable and sustainable. As such the **Plan** sets out the Shire's approach to address the challenges we all face moving forward and articulates our shared community values, principles and strategic goals. These goals are not exclusively for the SOCI, as some can be reliant on actions by the Commonwealth government, local service agencies as well as local businesses and the community itself.

STATUTORY ENVIRONMENT

The SOCI is required to produce a ***Strategic Community Plan*** for the future of the island under ***the Local Government Act 1995 (WA)(CI) Section 5.56 (1). The WA Local Government (Administration) Regulations 1996*** provides a brief outline of the requirements to meet such obligation

POLICY IMPLICATIONS

Once the **Plan** is adopted by the Council, the **Plan's** costed actions are to be reflected in the SOCI ***Corporate Business Plan*** as required under the ***WA Integrated Planning and Reporting Framework***.

FINANCIAL IMPLICATIONS

Budget provision exists to meet the cost of preparing the Plan to its final state for adoption.

STRATEGIC IMPLICATIONS & MILESTONES

The relevant themes and outcomes of the **Plan** are to be reflected in the ***Draft Local Planning Strategy*** as required under the ***WA Local Planning Strategy Guidelines Oct 2021***.

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VOTING REQUIREMENTS

Simple Majority

ATTACHMENTS

10.1.4.1 1st Draft Community Strategic Plan 2023 2033 Our Island Our Responsibility - 17 March 2023 (final draft to be circulated at the Council Meeting)

“Our Island
Our responsibility”



SHIRE OF
CHRISTMAS ISLAND

1st DRAFT - 17 March 2023
Final Draft to be circulated
at the 21 March OMC

STRATEGIC COMMUNITY PLAN 2023 - 2033



Content:

	page
Shire President's Foreword	3
1. Introduction to the Plan	4
2. The Integrated Planning and Reporting Framework	5
3. Facts about Christmas Island	7
4. Challenges & Opportunities	11
5. Community Vision	27
6. Statement of Values and Principles	28
7. Goals - Themes & Actions for our Future	30
- Planning, urban growth, community & settlements	31
- Economy & employment	33
- Natural Environment & Climate Change	36
- Infrastructure	38
Acronyms	40

Acknowledgement

The Front Cover of this report was designed collectively by the 3 winners of the Christmas Island District High School ***Christmas Island Environmental Catch Phrase & Logo Competition***: Leila Hamanaka (y10) & Uzair Mohd Fauzi (y9) for the combined artwork and Sophia Retalick (y7) for the catch phrase.

DISCLAIMER

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Foreword

(to be completed by the Shire President subsequent to the outcomes of the 19 April 2023 community workshop)

1. Introduction to the Plan

This Shire of Christmas Island (SOCl) *Strategic Community Plan 2023–2033 Our Future Our Responsibility* (the Plan) is replacing the SOCl *Our Future: Christmas Island Community Strategic Plan 2011-2021*.

The Plan is designed to empower the community and enables the Shire’s decisions and actions to work directly towards the achievement of community identified goals and priorities.

The Plan is a testament to the vision the residents and ratepayers of Christmas Island have for their community and it shall lead us all into the next phase of the community’s evolution.

In the context of its limited resources available, the SOCl is expected to considers the desired community aspirations as realistic, practical, achievable and sustainable.

As such the Plan sets out the Shire’s approach to address the challenges we all face moving forward and articulates our shared community values, principles and strategic goals.

These goals are not exclusively for the SOCl, as some can be reliant on actions by the Commonwealth government, local service agencies as well as local businesses.

Naturally the strategies developed in the Plan are designed in such a way as to allow community members to actively contribute where feasible and suitable.

2. The Integrated Planning and Reporting Framework

The SOCI is required to produce a Strategic Community Plan for the future of the island under the *Local Government Act 1995 (WA)(CI) Section 5.56 (1)*.

The WA *Local Government (Administration) Regulations 1996* provide a brief outline of the requirements to meet this obligation, which includes the development of a Strategic Community Plan and a Corporate Business Plan.

These plans do not stand alone, they are situated within an Integrated Planning and Reporting Framework (the Framework) inclusive of a suite of planning and reporting documents.

The WA Department of Local Government Sports and Cultural Industries oversees and advises on the operation of the Framework that provides the basis for improving the practice of strategic planning in local government.

The Framework comprises five key elements:

1. **Strategic Community Plan** (ten years) – outlines the strategic priorities to address the community's long-term vision. The priorities and goals of the Strategic Community Plan are driven by community engagement and takes a 'whole of Shire' approach. The Plan is not static. A full review is required every four years with a desktop review every two years.

In effect the Plan:

- Establishes the community's vision for the Shire into the future, including aspirations and service expectations;
- Drives the Shire development of the Island taking into account workforce capabilities, assets management and financial resourcing.
- Will ultimately be a driver for all other planning and be referenced in the Shire Local Planning Strategy.

2. **Corporate Business Plan** (four years) – represents the internal business planning tool that translates council priorities into operations within the resources available. It defines the actions that the Shire will undertake to contribute to the achievement of the community goals and strategies outlined in the Strategic Community Plan.

3. **Informing strategies** – inform the local government of how capable it is to deliver the services and assets required by the community. The key informing strategies are financial, asset management and workforce. The integration of these three strategies The Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas such as town planning, roads, sport & recreation infrastructure, age-friendly community and waste recycling.

4. **Annual Budget** – provides the fine detail of the resources the Shire will be committing to its Corporate Business Plan and in support of the Strategic Community Plan in any given year.

5. Annual Report – provides feedback to the community on the Shire's progress against the Corporate Business Plan and provides a snapshot of how the community is progressing towards its goals contained in the Strategic Community Plan.

In this way the Framework:

- recognises that planning for a local government is holistic in nature and driven by the community;
- builds organisational and resource capability to meet community need;
- optimises success by understanding the integration and interdependencies between the components;
- emphasises performance monitoring so that local governments can adapt and
- respond to changes in community needs and the business environment.

3. Facts about Christmas Island

3.1 Remoteness

Christmas Island is the summit of a submerged volcanic mountain, rising steeply from the abyssal plains of the Indian Ocean to a central plateau peaking at 361 meters above sea level and covers a total area of 135 km². It is located 350 km south of Java and around 1550 km northwest of the closest point on the Western Australian coast.

It lies 986 km east of the Cocos (Keeling) Islands, 1,327 km south of Singapore, 2,608 km from Perth and 5,184 km from Canberra.

3.2 Population

The 2001 Census conducted by the Australian Bureau of Statistics (ABS) recorded a population of 1,446. It peaked at the 2011 Census with 2,072 and came down to 1,692 at the 2021 Census mainly due to a decline in local mining jobs and a sharp reduction in immigration activities. The decline trend is on-going with the up-coming generation progressively migrating to the mainland for employment prospects. At the end of 2022 the resident population was estimated at around 1,250 thus bringing it lower than two decades ago.

3.3 Cultural Diversity

The cultural diversity of Christmas Island originates from the late nineteenth and early twentieth century with the import of thousands of indentured Chinese, Malays and Sikhs workers to service the phosphate mine. In the 1950's, whilst the island was administered by the Colony of Singapore, the population further

diversified with new mine labourers sourced from Singapore, Malaya, Cocos and mine supervisors from Australia.

In 1958 the sovereignty over the island was transferred from the United Kingdom to Australia and that year Christmas Island became an Australian Territory.

The unique historic ethnic diversity of the island has somewhat perdured and remains a noticeable component of the overall cultural fabric of the island population. As a measure of cultural diversity, the 2021 Census top responses for language used at home either than English was 18.4% Malay, 13.9% Mandarin, 3.7% Cantonese, 2.1% Min Nan or Hokkien and 1.1% Indonesian.

The 2021 ancestry multiple response variable (country of birth for individuals, mothers and fathers) indicates that the ancestry top responses were 22.2% Chinese, 17% Australian, 16.1% Malay, 12.5% English and 3.8% Indonesian.

The Census also revealed that 46.4% of the respondents had not stated a religious affiliation, 22.1% were affiliated to Islam, 15.2% were affiliated to Buddhism and 7.3% were affiliated to Catholicism. There is no choice in the ABS form for Taoism being the prevailing faith of the Chinese diaspora. This could suggest that the "not stated a religious affiliation" box could include some followers of Taoism on the island.

3.4 Work occupation

The 2021 census record for the "employed" in the 15 and over age group in the "place of usual residence" can be broken down in two groups as follow:

Group one

Technicians & trade workers 143; Labourers 105 and Machinery operators & drivers 80
Total 328 or 42.5% (Australia 28.2%)

Group two

Managers 100; Professionals 97; Clerical & administrative workers 92; Community & personal service workers 123 and Sales workers 14.
Total 426 or 55.3% (Australia 70.1%)

3.5 Housing

The main tenure of occupied private dwellings excluding visitors at the 2021 Census was:

107 (25.4%) owned outright, 63 (14.9%) owned with mortgage and 204 (48%) rented. The rental market was by far the dominant segment set well above Western Australia at 27.3% and 30.6% Australia wide.

The Commonwealth owns a total of 119 public housing dwellings. Approximately 100 of these are occupied by eligible tenants at any given time whilst the balance is under maintenance/renovation and or re-assigned to public servants.

As is the case on the mainland, the island is also experiencing some challenges in terms of housing affordability in particular with the low-income earners in the 18 to 45 age group.

In March 2022 the Shire initiated a Housing Stress Survey utilising the ABS definition of housing stress i.e. *“households that spend more than 30% of their gross income on housing costs”*

The survey comprised a questionnaire (81 respondents) and the facilitation of a workshop (38 attendees).

Overall 55% or 27 out of the 49 people who were rent payers in the survey were experiencing housing stress.

3.5 Major Industries

Phosphate mining and Immigration detention are the main drivers of the island economy and are experiencing a measurable contraction of their respective employment base. Notwithstanding the benefit of attractors of international significance, tourism remains peripheral in terms of economic contribution.

Phosphate mining

Phosphate mining has been the historic mainstay of the island's economy. In the 1950's, at the peak of steam locomotion, the mine operation involved a workforce estimated at several thousand representing the overwhelming majority of the island workforce.

In 1987 when the Commonwealth operated mine closed the population declined significantly with people having to leave the Island to access redundancy payments. However, after a two-and half-year campaign by the *Union of Christmas Island Workers* and the community Phosphate Resources Limited (PRL) was created and has been successfully operating the mine for over 32 years.

Since that time the mine's production has grown from 56,480 MT in 1991 to a peak of 750,000 MT in 2008. Recent production is averaging around 500,000 MT.

In November 2018, the Commonwealth's *Our Christmas Island 2030 Strategic Plan* stated: *“CIP operations are only likely to*

continue into the late 2020s. Currently, the main operations of CIP employs around 130 personnel and PRL's subsidiaries around 43."

In March 2023, according to PRL, the employment breakdown of PRL and subsidiaries companies is 130 and 60 respectively.

PRL is seeking the granting of additional mining areas to be assessed under the *Christmas Island Strategic Assessment (CISA)* in accordance with the relevant provisions of the *Environmental Protection and Biodiversity Conservation Act 1999*. These additional areas, if ultimately allowed to be mined, may not translate in a considerable increase in local jobs above the current level but will maintain the economic viability of the mine until the expiry of the mining lease in 2034.

Correctional and Detention Services

According to the Immigration Department the Immigration Detention Centre (IDC) had experienced its peak of activity in June 2013 with 2950 "irregular maritime arrivals" being held. Around that time the activities associated with the IDC provided up to 500 jobs, both directly and indirectly for residents, short term contracts (12 months to 2 years) and fly-in-fly out positions.

The 2016 Census indicated 108 respondents on the island having jobs associated with the Correctional and Detention Services (CDS) industry.

By October 2018, following a change in Commonwealth policy, the IDC was put in 'hot contingency' where the asset was no longer holding any detainee and kept in operating mode by a

local workforce of around 30 to respond effectively to future unforeseeable Commonwealth need.

In August 2020, the Australian Government lifted the hot contingency and the IDC re-opened to relieve capacity pressure experienced across the detention network on the mainland due to required Covid-19 distancing measures.

The ease of the pandemic restrictions did not translate into a relaxation of the IDC operation. In January 2023 non-Australian detainees who had failed the 501 visa "character test" were still detained there with some 250 personnel deployed to run the operation.

The 501 visa arrangements are being reviewed by the Australian government aiming at the relaxation of the 501-deportation policy to reduce pressure on the mainland detention facilities. Given the extremely high cost of running the IDC, there is strong indication that the Commonwealth could possibly put the IDC operation in hot contingency once again by the end of 2023. In this scenario only 30 or so local jobs would be maintained.

Tourism/visitors

Christmas Island offers exceptional tourism attractions in the environmental as well as the cultural and heritage spheres.

This said, the tourism economic output is relatively modest due to low visitation levels caused mainly by high cost of air access and relatively limited accommodation capacity competing at time with the business sector.

The regular air access to the island is from Perth. In early 2023 a Perth to London discounted return ticket could match a Perth to CI return ticket and a Perth to Bali return would be half of a

Perth to CI return. This disadvantages considerably the option of holidaying to the island.

The island visitor's accommodation capacity is modest and declining. In 2018 The island was offering tourists and working visitors alike 156 rooms capable of accommodating 312 guests. With the recent change of ownership, the CI Lodge no longer operate as a registered hotel. This has reduced the island capacity in 2023 to a total of 92 rooms and 248 guests. A couple of high-end eco-cabins within the National Park can further accommodate up to 6 patrons.

The Christmas Island Tourism Association (CITA) *Annual Report 2020/2021* shows the Border Force arrival statistics for the Virgin Australia service for leisure and visiting friends and relatives only as follow:

- 2017: 1162
- 2018: 2050
- 2019: 2101
- 2020: 1538 (IOT access restrictions due to Covid 19)
- 2021: 2923 (data to 31/10/21 - IOT access restrictions lifted whilst international travel restrictions still in place)

The extrapolation of the 2021 arrivals from 10 to 12 months would realistically adjust the arrivals for 2021 to 3507.

4 Challenges & Opportunities

The future of the Christmas Island economic prospect continues to face a number of significant challenges in developing an environmentally, socially and economically sustainable future for the local community.

The transformation of the island economy for the joint benefit of the community and the Commonwealth was considered “*vital to the sustainability of the Island*” in 2013. Ten year later, with an economy and a population clearly in decline, it has reached the highest level of importance now and for the coming decade.

The key economic finding of the Commonwealth endorsed *2018 Our Christmas Island 2030 Strategic Plan* was:

“Throughout consultation and through an understanding of comparative advantages, we believe that by 2030, our most prominent industry sectors should be:

- *Tourism;*
- *International Education, Research & Development and*
- *Food and Agri-business”*

The key challenges to address this sustainable economic transformation include:

4.1 Community participation

Like all remote communities Christmas islanders are over consulted / analysed in the context of successive under-implementation.

This sentiment was echoed in the *Our Future: Christmas Island Community Strategic Plan 2011-2021* where the majority of

people surveyed indicated that even if the Plan included all the relevant actions, they were sceptical that implementation of projects would occur.

The challenge identified then:

“A key challenge for this Plan is to ensure that implementation is taken seriously. ‘Wins’ must be early and often. Key actions to ensure implementation occurs is vital to the future sustainability of the Island and this must include community capacity building activities”.

This observation made back in 2013 remains fundamentally valid in 2023.

There is a real potential duplication of purpose between the *Our Christmas Island 2030 Strategic Plan* and this Shire 10-year mandatory *Strategic Community Plan 2023-2033*. In the context of scarce resources, it may be prudent to consider the opportunity to regroup the objectives of these otherwise parallel initiatives.

4.2 CISA

The *Christmas Island Strategic Assessment* (CISA) was initiated by the Commonwealth in response to a combined request from the SOCI and PRL to eliminate environmental approval uncertainty in relation to:

- The activation of Crown Land release to foster the economic transition from mining and immigration to tourism, higher education & research and agri-businesses;
- Prospective investors willing to acquire interest in vacant Crown Land and

- CIP willing to access 3 small high grade phosphate deposits to maintain the economic viability of the mine operation until the expiry of the mining lease in 2034.

The CISA officially commenced through a formal agreement in February 2019 between the *Commonwealth Minister for the Environment as represented by* (the then) *Department of the Environment & Energy* and the *Commonwealth Assistant Minister for Regional Development and Territories as represented* (the then) *Department of Infrastructure, Regional Development & Cities*.

The CISA process has been considerably delayed due to the impact of the pandemic and its conclusion is anticipated for the end of 2023.

The most pivotal ministerial commitments made under the agreement were:

“3.1 The Parties acknowledge that Christmas Island has unique environmental values that must be considered alongside the economic and social benefits of development on the island.”

“3.3 A whole-of-island strategic assessment will enable economic development and environmental protection up to the next 50 years. It will support the consideration of future land uses and opportunities in an open and transparent manner, and provide greater certainty to stakeholders.”

(The 50 years was subsequently brought down to 30 years together with a population target of 5000 residents).

The outcome of the CISA will be crucial to sustain the long-term fortune and well-being of the islanders. A fair and equitable

balance between the protection of environmental values and socio-economic prosperity must be upheld and delivered by the CISA.

A workable consensus promoting parity between development and the environment must be reached. An asymmetrical outcome could have durable and adverse consequences for both side of this equation.

4.3 Land Use & the Local Planning Strategy

The need to coordinate land use planning between the Commonwealth, who holds the majority of the land on the Island and the SOCI who manages land use through the town planning instruments, has been recognised by both parties throughout the CISA process where a commonly shared Land Use Plan is proposed for the next 30 years.

As required by *Regulation 11 of the Planning and Development (Local Planning Schemes) Regulations 2015*, the purpose of the local planning strategy is to:

- a) set out the long-term planning directions for the local government;
- b) apply any State or regional planning policy that is relevant to the local planning strategy and
- c) provide the rationale for any zoning or classification of land under the local planning scheme.

Now that areas have been clearly identified for the future development of industrial, residential, rural and tourism pursuit within the townsite area, the opportunity exists for the community to assist the Shire in identifying and promoting lands that could be prioritised for release at the conclusion of the CISA process.

With exception for the Resort/Casino there has been no release of Crown Land on CI in 25 years thus preventing any investment of significance that could participate in the orderly transition of the economy.

With the location of future land uses agreed between the SOCI and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) and the foreseeable conclusion of the CISA, the Commonwealth is expected to be ready to activate the swift and orderly release of Crown Land identified by the community.

4.4 Carbon emissions reduction

Climate change awareness and the necessity to reduce carbon emissions has become a core concern for the almost totality of governments around the world.

In August 2022 the federal government's *Climate Change Bill 2022* passed the House of Representatives.

The bill enshrined into law an emissions reduction target of 43% from 2005 levels by 2030 and net zero emissions by 2050.

This commitment, applicable to all sectors of the economy, is consistent with Australia's legally binding commitment to the 2015 Paris Agreement ratified by Australia in December 2016.

The island's government, domestic, commercial, industrial, aviation and vehicular energy requirements can be measured directly with the quantity of bulk fuel products imported through shipping which further magnifies the overall carbon footprint of the combine activities.

In absolute terms the tonnage of bulk fuel products imported by the *Indian Ocean Oil Company* in 2005 would need to be reduced by 43% by 2030 to comply with the legislation. This is a considerable challenge requiring a coordinate response by government, businesses and the entire resident community.

For its part the Shire resolved, at a November 2022 special council meeting, to support the formulation of:

- A whole of *Christmas Island Clean Energies Strategy* (CICES) focusing on clean energy generation options together with their location, spatial requirements and identify clean energy requirements within the town planning framework for approval of new developments.
- A *Shire Carbon Emissions Reduction Plan* (SCERP) that will focus on the reduction of carbon emissions generated by its own operations

The formulation of the CICES would be expected to require resources from the two arms of government being the SOCI and the Commonwealth.

At the front end of the CICES a whole of island audit would need be carried out depicting the electricity and fuel consumption of the Commonwealth including Navy, Border Force, Immigration, Police and the DITRDCA, The SOCI, operations operating under Service Delivery Arrangement, PRL/CIP, local businesses, households, not for profit organisations and or associations.

The SCERP would contribute to the whole of island audit whilst remaining the sole responsibility of the Shire.

4.5 Mining

The mining of phosphate on the island is in its terminal phase with the extinction of the mining lease set for 2034.

Conversely a timely, progressive and strategic approach aligned with the Shire planning instruments is needed for the mine's orderly relinquishment of exhausted mining areas outside the National Park to guarantee the necessary soft transition of the island economy.

In turn, this economic conversion will be reliant on the swift and sustain re-leasing by the Commonwealth parts of the environmentally depleted ex-mining land assets for alternative economic investment endeavours immediately following the conclusion of the CISA.

4.6 Immigration

Immigration activities have proven to have significant and favourable consequences in bolstering the local economy.

These activities demonstrated a high degree of volatility through lack of consistency, reliance on high-volume import of external workforce, poor quality job prospects for the local youth, mixed support from the community left outside the decision-making loop and adverse and competing effects impacting tourism.

Irrespective of future Commonwealth decisions pertaining to the IDC, immigration could hardly classify as a sustainable economic driver for the island.

4.7 Food security

The almost complete reliance on imported foodstuff is a permanent reminder of the island's precarity with regard to food price, diversity, quantity and regular accessibility.

In earlier times food autonomy was equally preoccupying. Commodities such as rice, flour, sugar and tea were imported by the mine. Pork, goats, poultry and a wide range of tropical fruits and vegetables were grown locally, fishing was omnipresent.

There is today a wide consensus of opinion suggesting that the lifestyle of the community and the island's economic stability would improve if the island was returning to the local production of food.

The 2012-2019 *Mining to Plant Enterprise* (MINTOPE) research project conducted through a partnership between the Commonwealth, Murdoch University and PRL concluded unambiguously:

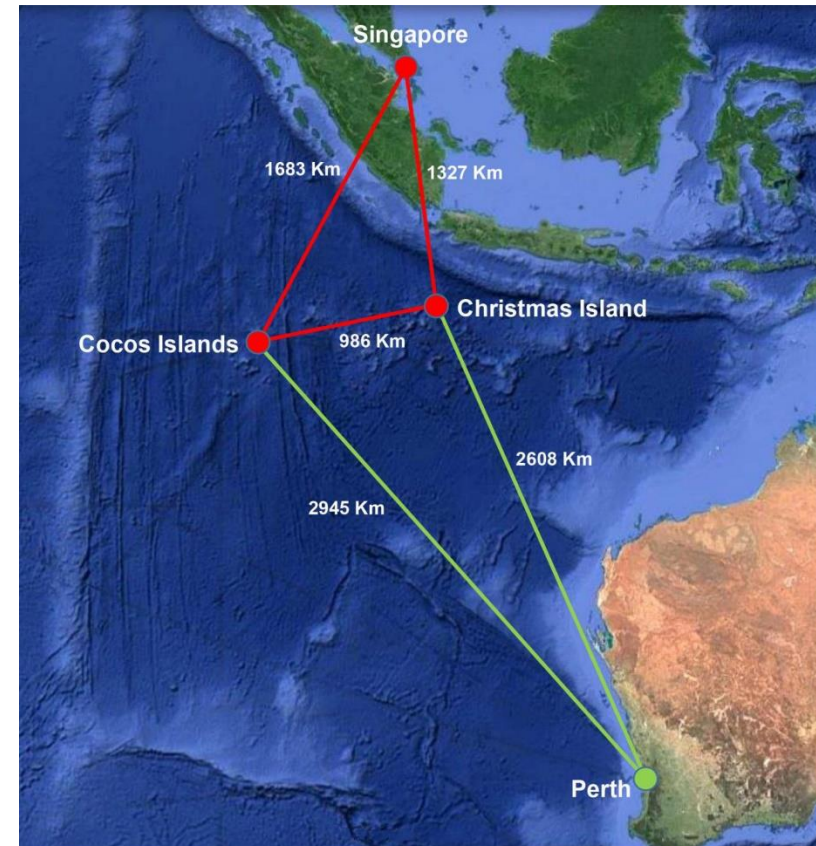
"The MINTOPE team has demonstrated that agronomic endeavours on Christmas Island's disused mining areas are highly achievable where small family enterprises could succeed in particular with niche value adding activities such as beer, gin or coffee making from locally grown crops."

Modern techniques in land/ocean fish farming, hydroponics and aquaponics would not only sustain the local population but it could also develop into a profitable export industry in particular

towards Singapore who imports 90% of its food from 170 countries and regions with only 1% or 7.28km² of the island state land set aside for agri-businesses.

Christmas Island could credibly match that area if not double it by re-purposing exhausted mining sites outside the National Park for agri-business enterprises. In effect the island could, over time, become a reliable and lucrative organic food bowl servicing the City State.

This opportunity has been well illustrated in the SOCI endorsed *2018 Christmas Island – Singapore Strategy* (available on the SOCI website)



CHRISTMAS ISLAND – SINGAPORE STRATEGY



**SHIRE OF
CHRISTMAS ISLAND**

December 2018

4.8 Higher education and research

Higher education and research have been constantly identified as realistic and complementary additional economic drivers to the island economy.

This was highlighted in the previous SOCI 2013 Community Strategic Plan and further reinforced in the final stages of the MINTOPE project:

“From the perspective of economic diversification, a clear consensus has also been reached suggesting that Cocos (Keeling) Islands and Christmas Island exemplify “Living Laboratory” characteristics ideally located for higher education activities targeting our historic, economic and strategic partners in Singapore and the higher education market in Asia generally.”

Indian Ocean Learning Communities

In March 2023, Murdoch University & the Harry Butler Institute in Perth and Temasek Polytechnic & the Murdoch Campus in Singapore are renewing their commitment to propose courses and research programs in the Indian Ocean Territories IOT by re-signing their 2019 Memorandum of Understanding.

The parties to this MOU also referred collectively as the *Indian Ocean Learning Communities* (IOLC) intend to:

- Pursue higher learning, scientific research and innovation into the holistic productivity of known and emerging food businesses to ultimately bolster food security and affordability utilising sustainable environmental practises primarily in Singapore and the Indian Ocean Territories (IOT);

- Facilitate dialogue, technical research and collaboration between the IOLC researchers and the Singapore primary food industries to assist these in investing and expanding in the IOT where appropriate;
- Capitalise on the recognised historical, social, cultural, economic and defence ties between Singapore, Western Australia and the IOT;

The IOLC would be considering in priority learning, research and innovation disciplines such as, but not limited to, bio-security, bio-prospecting, intensive agribusinesses, urban farming, brewing & distillation, land & marine aquaculture, ecologic diversity monitoring & adaptation, micro sustainable energy, ex-mining land rehabilitation, productive forestry management, environmental land management, traditional Chinese pharmaceutical plants, food health, food business development and food for eco-tourism.

4.9 Tourism

There is significant potential for expansion of the tourism industry given the Island’s worldly recognised natural heritage values and the fact that the Christmas Island National Park comprises 63% of the island’s 135 km².

An enduring vision

Almost ten years ago, the July 2013 CITA *Christmas Island Destination Development Strategy 2013 – 2018* reflected that very notion in its holistic introduction:

“Imagine: Christmas Island (in) 2023 - A world class tourism destination providing visitors a rewarding and memorable experience based on a unique, rich and healthy environment, culture and way of life underpinned by a vibrant community,

mixed economy, sustainable and effective infrastructure and services with strong governance arrangements minimising the ecological footprint through local food production, powered by renewable energy, effective waste management systems and strong communication and transport links”.

This CITA aspirational statement concisely identified ten years ago the challenges and expectations that are remaining unresolved before the community today.

Tourism output compared to mining

This stagnation continues to highlight the often-asked question: Could tourism provide equivalent economic output to replace mining?

This theme was developed in the ACIL Tasman report prepared back in 2008 for the Australian Attorney-General’s Department: *The economy of the Indian Ocean Territories – Economic development opportunities for CI and CKI.*

In effect the report established that:

“To generate 40 (new) full-time jobs (in the tourism sector) the implied tourism spending required is.../...an additional 13,631 tourist visitor days.../...if we assume the average tourist stay is 7 days, this implies an additional 1,947 visitors or 37 extra visitors each week.”

At the end of 2019, the direct and indirect PRL full time jobs on the island were approximately 410 thus equivalent to 19,056 annual visitors or an average of **366** visitors per week.

By contrast the Border Force visitors’ arrivals data from 2017 to 2021 annual average shows 2071 visitors or say **40** visitors per week.

A 2018 *Calmy Planning & Design* tourism accommodation survey carried out with input from the CITA showed a capacity of 128 rooms with 150 beds accommodating 207 patrons. With the activation of the Swell lodge and the CI Lodge closed as a registered hotel, the island capacity is currently estimated at 66 rooms with 90 beds accommodating a maximum of **149** visitors.

For tourism to equate the mining economic output, the weekly visitations would have to increase 8.15 folds and the offering in accommodation operating at 100% capacity would have to increase 1.45 folds.

This confirms that the most limiting factor to foster growth of the tourism sector is the capacity in air transport access where 2 flights (Airbus 300-200 equivalent) a week with 100% visitors booking would be needed.

The accommodation offering, in contrast, would only require the introduction of 96 additional rooms. As an evaluation measure the 156 rooms CI resort, if reactivated, could easily fill that gap.

4.10 Christmas Island Marine Park

In March 2022 the Christmas Island Marine Park (CIMP) was established by the Australian Government under the *Environment Protection and Biodiversity Conservation Act 1999*. Like all Australian Marine Parks, the CIMP is managed by the Commonwealth Director of National Parks.

With the exception of the almost totality of the island Port Area and taking into account the *1997 Australia – Indonesia Maritime Boundary Agreement*, the CIMP extends from the island's shoreline to the limit of Australia's Exclusive Economic Zone (AEEZ), approximately 200 nautical miles from shore to the east, south and west and 40 nautical miles to the north. (see map p

Offshore and inshore waters

The CIMP comprises two zones:

1. The park's offshore waters (from about 12 nautical miles from shore to the limit of the AEEZ) are a green zone (National Park Zone) where extractive activities like fishing and mining are not allowed and
2. The marine park's inshore waters are a yellow zone (Habitat Protection Zone) where fishing is allowed, but activities that disturb the seafloor remain forbidden.

Marine Park design & purpose

The CIMP, designed collaboratively with the local community, will heighten international marine conservation efforts and has the potential to play a valuable contribution towards social, cultural and economic endeavours such as:

- commercial, recreational and subsistence fishing in line with the *Christmas Island Applied Laws Amendment (Fish Resources Management) Ordinance 2022*;
- boating, diving, snorkelling and
- scientific studies and educational activities.

The CIMP has a dual purpose in providing for:

- the protection and conservation of biodiversity and other natural, cultural and heritage values and
- ecologically sustainable uses that supports positive social and economic outcomes.

Transitional management arrangements

Parks Australia will manage the CIMP in line with the arrangements reflected in the *2022 Proclamation Proposal for the establishment of marine parks in Australia's Indian Ocean Territories* until the CIMP management plan is established.

Long term Management

Priorities for managing the Christmas Island Marine Park include:

- working with the community, scientists, industry and other people to prepare a 10-year management plan.
- protecting, managing and monitoring the marine park's natural environment, including working with the community to do this.
- communicating and promoting greater understanding and appreciation of the marine park for the community and visitors
- supporting sustainable use of the marine park by the community and tourists, including through high quality and safe natural and cultural tourism experiences.

- improving scientific knowledge and understanding of the marine park's natural environment, in both inshore and offshore waters.

- Inform fish resource management
- Create local employment and
- Open up export opportunities

New activities subject to assessment

New activities in the marine parks may require assessment by the Director of National Parks to decide if and how they can proceed to ensure that risks to the values of the marine parks are reduced as much as possible and that there is appropriate consultation with local communities and other stakeholders.

New activities requiring assessment could include, but are not necessarily limited to:

- the installation of structures
- sea bed excavations or other works
- aquaculture proposals
- extractive scientific research

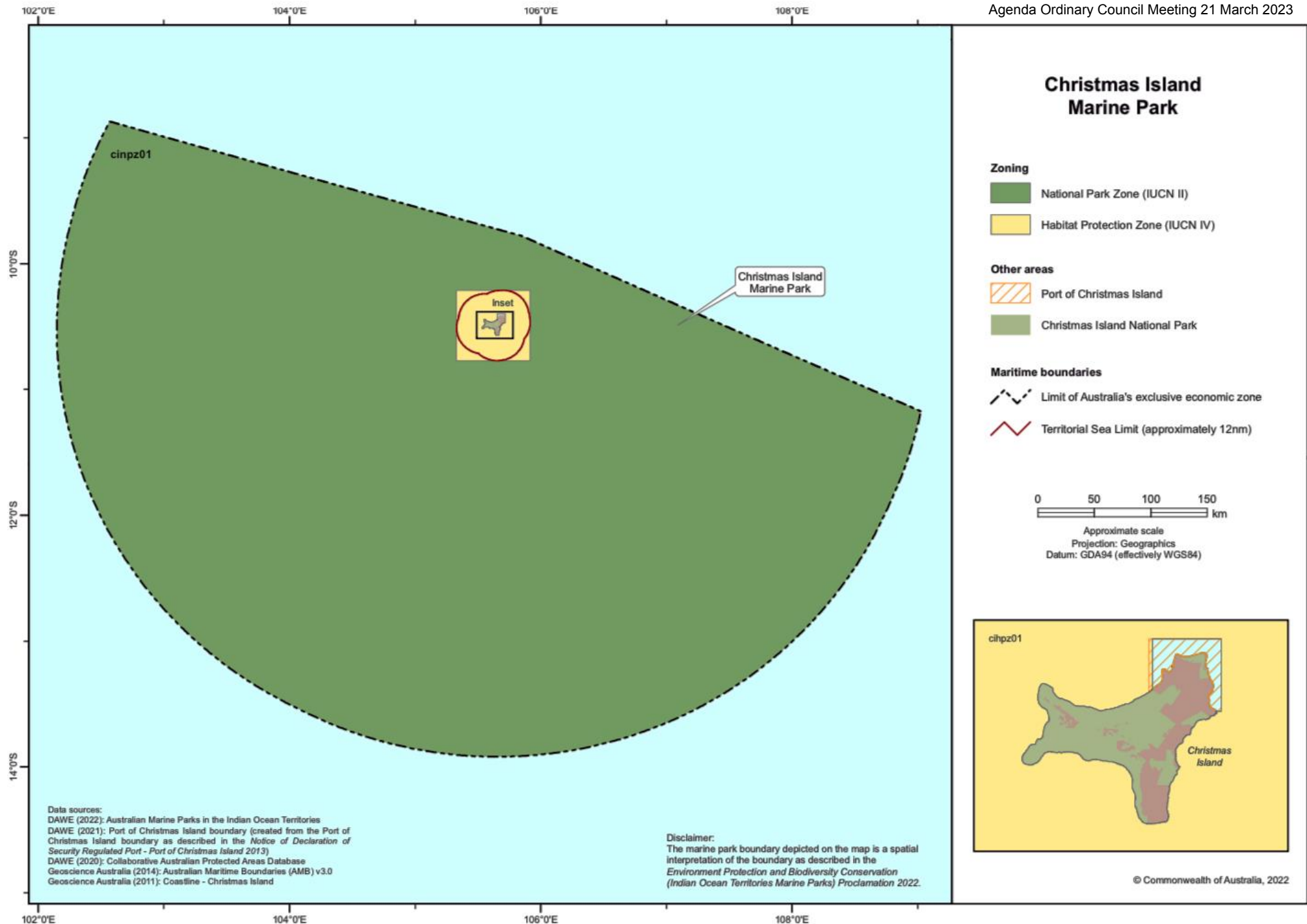
A new province to support the island economy

The establishment of the CIMP can be viewed as a new regulated and persuasive canvas capable of attracting a range of marine activities well aligned with the three identified drivers for the island future sustainable economy being:

- Tourism;
- International Education, Research & Development and
- Food and Agri-business.

Foremost to this is marine aquaculture as it could:

- Appeal to marine scientists and researchers
- Become a tourist attractor
- Provide a desirable source of protein;
- Play a measurable role to reduce pressure on wild stock;



4.11 Fisheries Ordinance

On 17 March 2022, the Hon. David Hurley AC DSC (Retd), Governor-General of the Commonwealth of Australia promulgated the *Christmas Island Applied Laws Amendment (Fish Resources Management) Ordinance 2022* thus establishing the first fishing rules designed to meet the needs and interests of the CI community and its unique marine environment. This ordinance includes the establishment of Advisory Committees to provide information and advice to the Minister with responsibility for the Territories (the Minister) on fisheries matters.

Community focused legal framework

This contemporary fit-for-purpose fisheries management model reflects the shared priorities of the SOCI, community organisations, marine based businesses and individual fishing stakeholders, while supporting the sustainable management of the local fish populations to ensure their long-term sustainability for generations to come.

The new and historic legal regime also marks the first time that Islanders, with the assistance of independent fisheries specialists and through *the CI People's Assembly*, had influence and input into the laws applicable to the Island.

Community participation in management

The management of the *Christmas Island Fisheries* will operate with Commonwealth funding and in accordance with *section 42 of the Fish Resources Management Act 1994 (WA)* for the first year with focus on planning the transition to community management followed by 3-5 yearly funding cycle in order to

enable the local community to effectively participate in fisheries and marine management at Christmas Island.

Role of the Advisory Committee

The Advisory Committee will provide information and advice to the Minister, including:

- identifying issues which affect fisheries management;
- on matters relating to the protection and development of IOT fisheries;
- emerging issues facing the commercial and recreational fishing sectors;
- initiatives to foster fisheries development and sustainability; and
- related strategic priorities, as required.

Fisheries Management Services

The SOCI, assisted by the Fisheries Management Committee (FMC), will have the ultimate responsibility to deliver the day-to-day fisheries management services with funds provided by the DITRDCA.

This will include the employment of fisheries community rangers and the sourcing of expert advice and guidance from partner organisation(s) to support the FMC and assist with the co-ordination of management activities.

The fisheries management services will initially include:

- Compliance and enforcement;
- Fisheries monitoring and assessments;
- Marine science and research and
- Outreach/education and
- Administrative duties

In the future and subject to the DITRDCA approval, the management services may be extended to:

- Issue of research permits
- Issue of commercial fishing licences
- Issue of aquaculture permits and
- Biosecurity/fish health.

Synergies with the Marine Park

Beyond the fisheries ordinance's primary intention to ensure the sustainable management of the local fish populations "by the community for the community", there are identifiable similarity of purpose between the SOCI fisheries management services and the National Parks management of the marine park.

This could induce, between the two organisations, concerted activities such as but not be limited to:

- Outreach/education;
- exchange of data;
- sharing of resources when economy of scale can be achieved;
- collaborative research programs
- evaluation of aquaculture proposals
- coordinated monitoring activities.

4.12 Settlement Sports Hall

The Settlement Sports Hall (SSH) building and the land reserve it lies on are under the ownership of the Commonwealth.

The reserve was placed under Management Order with the SoCI on the 16 April 1999 "*to be utilised for the designated purpose of Recreation-Indoor Sports only*"

Background

Subsequent to the construction of the Phosphate Hill Recreation Centre in 2004 the usage of the SSH as an indoor sports facility ceased. In following years, the building housed skating forms used by youth on an ad-hoc basis. The roof cover was damaged by the 2015 cyclone, it was subsequently repaired but the building was never reopened to the public.

2017 Refurbishment Concept

The SoCI endorsed *May 2017 Settlement Sports Hall Refurbishment Preliminary Design Concept* advocating the refurbishment of the disused SSH took into account prospective land uses and planning opportunities illustrated in the then Department of Infrastructure & Regional Development (DIRD) sponsored and Shire endorsed *Gaze Road Tourism & Commercial Precinct Report for Urban Design Master Plan* Oct. 2011.

The report reviewed background strategic and planning information associated with the SSH building and immediate surrounding areas. It also provided architectural illustrations and measured areas for possible future community uses/functions within the building such as but not limited to Visitors Centre, information/interpretive displays, museum collections, Discovery Centre, cinema, community functions and a coffee/restaurant together with incidental small office/shop tenancies.

Three submissions were made, with the support of the DIRD, in 2017 and 2018 to the then Department of Industry, Innovation & Science seeking funding for the project from the

Building Better Regions Fund - Community Investments Stream & Infrastructure Projects Stream. None were successful.

2022 Sustainability Hub

The SSH Refurbishment Project continues to be considered as a catalytic component of the immediate and urgent effort to transition the CI economy from Mining & Immigration to Tourism & Education/Research and Food productions.

The recent creation of the marine park and the introduction of the fisheries ordinance has brought a new set of opportunities for the re-use of the building with the possibility to better take advantage of its location immediately adjacent to the ocean without diminishing its function towards tourism and community activities

Accordingly, the SOCI is in the process of elevating the concept to a *Sustainability Hub* with the following proposed features:

At ground level:

- Marine science research;
- Marine aquaculture studies;
- Shared laboratory and office space;
- Aquaponic & hydroponic LED experiments;
- Aquarium display;
- Shared auditorium (tourism, education & research) and
- Community activities, event and functions.

The Gaze Road level would remain unchanged with:

- The relocated visitors center
- Internet hub
- Shop premises
- Café/restaurant & kitchen

- Share balcony

The mezzanine level could provide:

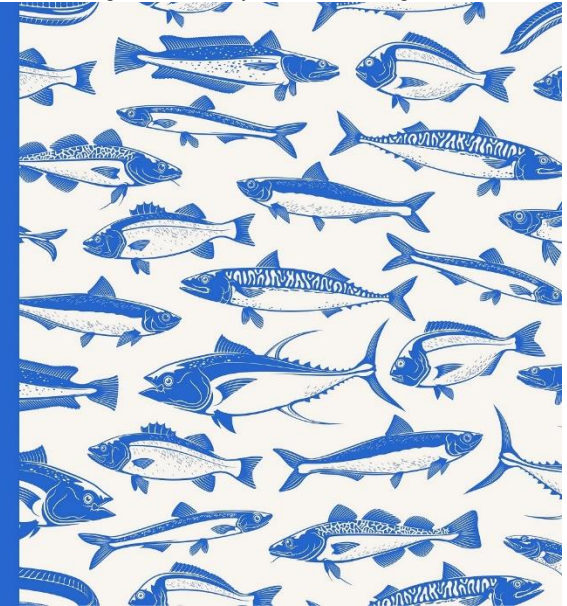
- Office space for the CITA
- Office space for the fisheries ranger(s)
- Possible office space dedicated to the marine park and
- A shared boardroom

The building would boast zero carbon emission with the solar roof, batteries and the possible addition of vertical axis wind turbines. Finally the facility would offer fibre optic connection to all users.

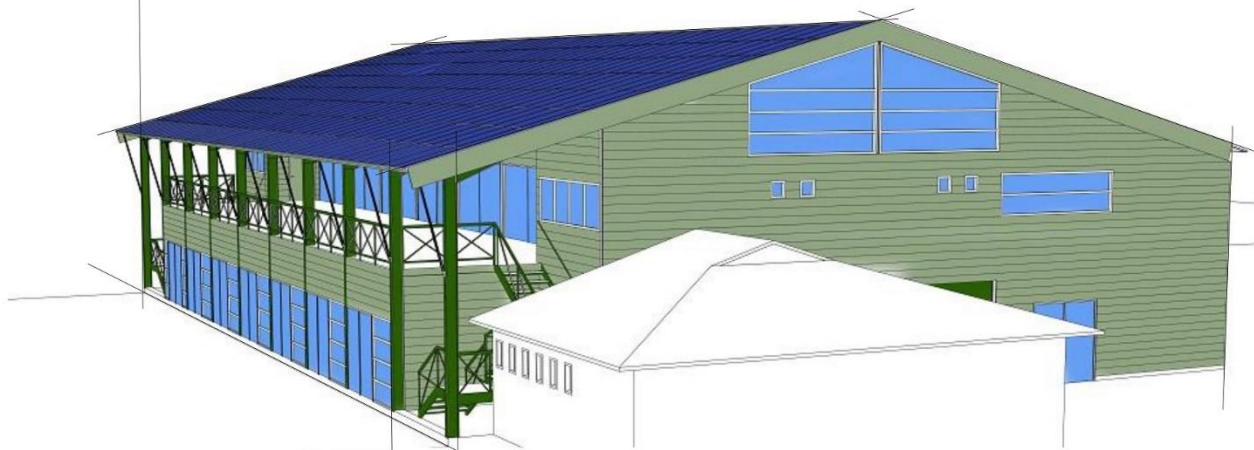


Christmas Island Fisheries management

Year 1 Planning
FMC Mtg | 17 Nov 2022



Settlement Sports Hall Refurbishment



Preliminary Design Concept

June 2017



SHIRE OF
CHRISTMAS ISLAND



4.13 Air connectivity with Singapore

People's movements in and out of the island is provided by Virgin Australia through flights to or from Perth direct and alternatively to or from Perth via Cocos.

The Commonwealth sanctions the contract with Virgin Australia thus ensuring continuity of passenger air service twice a week. Occasional and seasonal charter flights are offered by CI based businesses targeting mainly the Jakarta and Kuala Lumpur destinations.

The island remoteness is not measured solely through physical distances with other places but also the destinations the islanders could easily access in terms of cost, time, social attraction and economic significance.

Christmas Island – Singapore Strategy

In that respect Singapore is considered by many in the community as one of the top destinations sought after.

The argument is well developed in the SOCI *Christmas Island – Singapore Strategy* (adopted 11/12/2018):

“The Christmas Island – Singapore Strategy (CISS) recognises the strong historic, cultural and social ties between Christmas Island (CI) and Singapore.

It focuses on the immediate and urgent effort to transition the CI economy from Mining & Immigration to Agriculture, Tourism, Education and Defence under the auspices of the November 2016 Australia-Singapore Comprehensive Strategic Partnership (ASCSP) seeking to bring the two economies closer together within a 10-year timeframe.

The CISS's foremost function is to foster new investment opportunities on CI, and possibly the Indian Ocean Territories (IOT) as a whole, from South-East Asia's first financial hub and Australia's closest strategic and longstanding Defence partner in the region.”

The importance of Singapore is also echoed in the Commonwealth's *Our Future: Christmas Island Community Strategic Plan 2030*:

“Provide export opportunities to our Asian neighbours, particularly to areas that have a focus on ‘clean and green’ produce (such as Singapore)”.

“E 1.10 Investigate how best to capitalise on the Australian-Singapore Comprehensive Strategic Partnership, and investigate the potential to capitalise on similar partnerships with Indonesia and Malaysia”.

International aviation safety and emergency

The transformation of the island economy is highly dependant on ease and frequency of people's movements. The opening of an air service to Singapore will greatly enhance external investment opportunities in land and marine food productions, tourism and higher education and research.

The primary and immediate technical limiting factor to open up an air service to Singapore (and other destinations in South-east Asia) is the ability to provide international airlines the on-going maintenance of a specialised aviation fire and rescue personnel and equipment permanently available at the Christmas Island Airport.

Runway upgrade

There are other physical improvements that could be made to the runway itself such as its extension as recognised by the SOCI in the *2016 Town Planning Scheme No.2*

Whilst considered as a longer-term objective, the opportunity to extend the runway would:

- Eliminate the Civil Aviation Safety Authority (CASA) exemption of compliance associated with the shorter than required *Runway End Safety Area* (RESA) and align with the requirements of the International Civil Aviation Organisation (ICAO) recommending the RESA length to be 240m at international aerodromes with code 4 which Christmas Island is.
- Reduce the overall runway average slope. In effect the CI runway clearly does not meet CASA's minimum longitudinal slope standards since two-thirds of the runway has a 2.3% slope, far exceeding the maximum 1.25% slope admissible.

In conclusion, without additional air connectivity, focusing in the first instance towards Singapore, none of the economic engines identified to transition from mining and immigration being tourism, high education and food/agribusiness can realistically be considered sustainable.

5. Community Vision

“A place for everyone, without exception”

By 2035, being the mid- term of this Strategic Community Plan, the economic diversity required for a sustainable economy should have progressed on Christmas Island through the establishment of agreed industries.

While the mainstay of the economy includes mining and government activities, other industries such as tourism, food production, education services and research industries are now becoming more prominent.

All these new industries respect and support the unique natural environment of the Island whilst the deployment of renewable energies is making effective headway to meet the national 2030 target.

The International aviation safety and emergency requirements at the airfield are met and regular flights from Singapore to the IOT are available to sustain tourism, higher education, research and food production industries.

The achievement of economic diversification has been assisted through regional dialogue and partnerships; particularly with our neighbour, the Cocos (Keeling) Islands and key partners in Western Australia and Singapore in particular.

Enabled by sound town planning and sustained Crown Land release, the provision of land and infrastructure required by new industries is progressing at pace.

Strong community capacity is also present and reflected in the people, the range of new housing, facilities and services available. Local youth are offered quality jobs and want to stay on island to develop their career.

Opportunities that attract a variety of people, including young people staying on the Island to participate in the economy and governance of Christmas Island.

Christmas Island is a safe and harmonious place to live, there is a spirit of common purpose, unity and cooperation at all levels of governance. Everyone is welcome on Christmas Island.

6. Statement of Values and Principles

We are a diverse community with diverse views and aspirations but many common values that unify us. These values and principles underpin our vision for the future and are presented here as a statement of who we are as a community. We wish these values and principles to be considered by all when making decisions to shape the future.

Our home

Christmas Island is a place for everyone, without exception.

- Christmas Island is a safe and hospitable place and we wish it to remain that way.
- Christmas Island is consistently improving its accessibility and mobility around the Island to ensure that all can enjoy the beautiful Island environment.
- We celebrate our shared history, our diverse cultures and our unified future.
- Many of us have lived here for a long time, some our whole lives, and many of us wish to live on the island into the future.
- Some of us are young people who have grown up on the Island and would like opportunities to remain here or return to the Island in the future with our families.

Diversity

- Christmas Island is home to a culturally diverse community. We value the richness and vibrancy that this multi-cultural community brings to the Island and its contribution to our unique identity.

- We wish to develop and expand our multi-cultural community into the future while continuing to acknowledge and celebrate our history and cultural traditions.
- Our ever-changing culture brings with it a diversity of views and aspirations, and we seek to nurture an environment where such diversity not only co-exists but is respected and celebrated.

Sustainability

Many of us trust and agree that sustainability is defined as achieving a balance between the natural, economic, social and cultural fabric of the Island.

Within this accepted definition, we believe the following:

Natural resources should be used within their capacity to sustain natural processes while maintaining the life-support systems of the natural environment;

The benefit of the use to the present generations should not diminish the potential of the Island to meet the needs and aspirations of future generations;

Economic, social and cultural initiatives should be pursued to ensure the Community can be sustained in the longer term: Current and future developments should respond to the possible impacts of climate change concerning in particular the kampong and the generation of clean energy;

Our fresh water is our most precious resource and we need to learn more about and understand this resource so that informed planning and development of the Island can occur;

The natural environment of Christmas Island is one of our greatest assets. We recognise its uniqueness in a global arena and the need to protect its biodiversity;

We also value the natural environment for the recreational and commercial opportunities it affords, particularly with respect to tourism development, and we wish to see a balanced approach taken to the development and management of this important asset;

We believe that a key to the balanced and holistic development of the Island is a land use plan that:

- reflects the vision, values and principles of this document;
- is developed cooperatively between the community, Shire and Commonwealth and
- is supported by the necessary resources and governance arrangements required for its effective implementation.

Increased self-reliance & regional partnerships

We desire to have greater input and ability to determine decisions affecting our future and that of future generations thus we recognise the need to continue working together and share the responsibility for our future.

We strive for good governance on and for the Island supported by strong and accessible leadership, aware of community interests and aspirations, transparent and accountable.

We seek opportunities for greater self-sufficiency; including developing on-island capacity to fill key governance,

leadership, professional and technical positions, business and industry development and food production.

Christmas Island has a long tradition of community organisation and volunteering and we support individuals and groups who seek to make a positive contribution to the Island.

We seek to develop and maintain positive and mutually beneficial relationships with the mainland as well as regional partnerships with our South-East Asian neighbours whom many of us have historic and on-going family ties with.

Accessibility

We seek to maintain and continually improve the domestic and international accessibility of Christmas Island for visitors, friends and family, and for commerce.

Freight and communications are of a standard equal to that of regional mainland, and while the prices are reflective of the remote community in which we live, these are still affordable for all residents.

7. Goals, Themes & Actions for our Future

Land use planning background

One of the areas considered important by almost everyone consulted throughout the preparation of *Our Future: Christmas Island Community Strategic Plan 2011-2021* was land use planning. At the time it was agreed by many that Christmas Island has suffered in the past from insufficient or ineffective land use planning.

Land use planning on the island was controlled by the SOCI *Town Planning Scheme No. 1* gazetted in WA the 4th July 2002. It was based on a long-term resident population of 10,000, significant increase in tourism and the Implementation of the Space Centre. These assumptions did not materialise and/or were unrealistic.

The Commonwealth produced in September 2009 its *Report for Crown Land Management for the IOT – Christmas Island*. The recommendations of that report formed the strategic foundation for the SOCI *Town Planning Scheme No.2* ultimately gazetted in WA on the 17th February 2016.

In early 2020 the SOCI initiated of the review of its *Local Planning Strategy No.2* designed to occur concurrently with the CISA process and inform the establishment of the CISA Land Use Plan.

A set of new *Strategic Directions* was formulated taking into account suggestions, ideas and recommendations from the following reports:

- *Our Future: Christmas Island Community Strategic Plan 2013* (SoCI)
- *Crown Land Management Plans 2009 & 2016* (DITRDC)
- *Our Strategic Plan 2030* (RDO)
- *Christmas Island / Singapore strategy 2018* (SoCI)
- *Land & Economic Futures Charter 2018* (SoCI)
- *Phosphate Hill Urban Design Masterplan 2011* (SoCI-DITRDC)
- *Gaze Road Urban Design Masterplan 2011* (SoCI-DITRDC)

The 4th draft of these *Strategic Directions* was officially advertised by the SoCI for a 24 days period for public comments through Public Notice on the 29th of June 2020.

Subsequent to amendments born from public submissions, the Shire Council adopted a resolution to accept the proposed changes at its 25 August 2020 Ordinary Council Meeting resulting in the SoCI's endorsed *Strategic Directions August 2020*.

These *Strategic Directions August 2020* were then encapsulated in four discrete themes of action or categories in the SOCI *June 2022 Draft Local Planning Strategy Part 1* as mandated under the *October 2021 WA Department of Planning, Lands & Heritage Local Planning Strategy Guidelines*, namely:

- Planning, urban growth, community & settlements;
- Economy & employment;
- Environment & climate change and
- Infrastructure.

Planning, urban growth, community & settlements

Proposed SOCI actions:

Ref/ LPS	Action	Priority	Timing
1 - 321	Ageing population - Identify land for additional or expanded aged care facilities.		
2 - 322	Youth housing stress - Reserve/secure land for community housing and affordable housing for youth.		
3 - 322	Jobs decline - Encourage DITRDCA to facilitate the ongoing supply of commercial, industrial and agricultural land.		
4 - 322	Jobs decline - Encourage the consolidation of existing businesses and the establishment of new ones to create 250 FTES by 2025		
5 - 323	Population Decline - Encourage DITRDCA to provide land for a wide range of different residential accommodation types, to meet the diverse needs of the community and visitors.		
6 - 324	Housing shortage & affordability - Develop an Affordable Housing Strategy that could be included in the Planning Strategy.		
7 - 324	Housing shortage & affordability - Consult with DITRDCA to inform land provision for affordable housing in the future release of Crown Land.		
8 - 325	Community fragmentation & cost of new development - Consolidation of urban development within the infrastructure rich existing settled areas.		
9 - 326	Climate risks at the Kampong - Secure & protect the priority areas identified at the 30/09/2021 & 17/11/2021 resident workshops for the exclusive purpose of the progressive relocation of the Kampong residents over time		
10 - 328	Municipal Heritage - Draft clauses in the Town Planning Scheme to protect buildings and or sites included in the municipal Local Heritage Register		
11 - 329	Active Recreation at Phosphate Hill - Make provision of additional playing fields adjacent to the cricket oval.		

LPS Ref	Action	Priority	Timing
12 -3210	Education - Identify and re-zone sites suitable for education facilities at phosphate hill		
13 -3211	Hospital - Identify and re-zone the site suitable for the expansion of the Hospital		
14 -3212	Places of worship - Include the provision of place(s) of worship in urban expansion areas and relevant Structure Plans.		
15 -3213	Cemeteries - Increase capacity of existing cemeteries.		

Economy & employment

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
16 - 331	Phosphate deposits - The extraction of phosphate deposits within the Townsite and identified in the CISA Plan will attract conditions set by the Shire		
17 - 332	Future of exhausted mining areas - Priority access to all exhausted mining areas outside the National Park, inclusive of the British Phosphate Commission pinnacle fields, should be granted for economic development purposes		
18 - 333	Ex-mining workforce - Re-training of the mining workforce in agriculture and aquaculture related activities as well as training in other sectors		
19 - 334	Unreliable supply of fresh food - Maintain the current rural zoning and support the systematic establishment of Agri-businesses on exhausted mining areas immediately after relinquishment.		
20 - 335	Increasing cost of imported fresh food - Source cheaper fresh food supply through on-Island production via a flexible array of zonings that cater for various intensities and scales of agriculture activities.		
21 - 336	Singapore food security - Facilitate production of fresh food (fruits, vegetables, poultry and fish) for local consumption and encourage export to Singapore.		
22 - 337	Mining to Plant Enterprise (MINTOPE) - Support the Indian Ocean Learning Communities (IOLC) education and research partnership between Murdoch University and the Harry Butler Institute in Perth and Murdoch Singapore Pte Ltd and Temasek Polytechnic in Singapore.		
23 - 338	High-volume tourism - Identify suitable sites for tourism development in proximity to tourism attractors		
24 - 339	Low Impact tourism within the National Park - Identify sites, in liaison with Parks Australia, that will be suitable for low impact tourist accommodation.		
25 -3310	Tourism facilities consolidation - Promote the development of sites suitable for tourism within the existing fabric of the Settlement, Gaze Road and Silver City future urban area.		

LPS Ref	Action	Priority	Timing
26 -3311	Gaze Road tourism focus - Liaise with the DITRDCA to participate in the implementation of the endorsed <i>Gaze Road Masterplan 2012</i> to accelerate the introduction of new commercial and tourism enterprises and new hospitality facilities. Redevelopment of the Settlement Sports Hall in partnership with the DITRDCA.		
27 -3312	Cruise Ship Visits - Develop a Cruise ship visits typical Island Discovery Program (resources, activities, community events, market etc.) with representatives of the SOCI, CITA, National Parks, CLA, IC & Women's Association.		
28 -3313	Derelict Buildings - Derelict buildings include the CI Club, Bahai House, Old Nurses Quarters and the Settlement Sports Hall. Engage with the DITRDCA and CITA to develop a Conservation/Re-development Strategy for derelict buildings.		
29 -3314	Settlement Sports Hall - Continue collaboration with DITRDCA to progress the building is refurbished to house a purpose-built visitor centre, education & research in food & marine science, commercial tenancies, bar-restaurant and community activities.		
30 -3315	Low Impact Tourism in Rural zone - Support, on a case-by-case basis, Low Impact Tourism development in favourable areas of the Rural Zone.		
31 -3316	Vacant CI Resort - Support the re-use of existing vacant CI Resort buildings, facilities and infrastructure controlled by DITRDCA in preference to new development of comparative size		
32 -3317	Tourism Infrastructure Plan outside Nat. Park - SOCI in consultation with CITA to develop a Priority Infrastructure Plan for underlying needs to support tourism including signage, facilities and services.		
33 -3318	Tourism Infrastructure Plan within Nat. Park - Assist Parks Australia to devise a Priority Infrastructure Plan for providing further opportunities to enjoy the National Park, including camping recreational areas, nature walks and mountain biking, identification of sites for eco-adventure and or education/research.		
34 -3319	Construction material import - Identification of suitable land for the extraction and processing of local building materials (e.g. chalk, limestone and timber)		
35 -3320	Construction material exchange within the IOT - In line with past practices, encourage the export of material such as phosphate, chalk & timber to CKI and import from CKI coral sand for concrete to increase synergies between the two economies		

LPS Ref	Action	Priority	Timing
36 -3321	Shire access to limestone & chalk - Liaise with CIP/PRL and the DITRDCA to identify extraction area(s) to be protected for the purpose of the SOCI works.		
37 -3322	Economic diversification - Re-focus economic activities towards alternative sectors such as tourism, agriculture/aquaculture, research & development, training & education, and government projects.		
38 -3323	Investment from Singapore - Engage with the Commonwealth for CI (and CKI) to be fittingly considered and effectively integrated to the Australia Singapore Comprehensive Strategic Partnership framework.		
39 -3324	Higher Education - Promote education & research themes proposed by the <i>Indian Ocean Learning Communities</i> namely: Bio-security; Bio-prospecting; Cereal/legume crops & feedstock manufacturing; Animal farming; Urban vegetable farming & controlled environment technologies; Brewing & distillation techniques; Aquaculture; Insect farming; Productive forestry & fruit trees; Land management & environmental rehabilitation; Micro sustainable energy; Food business development; Food for high end tourism.		
40 -3325	Reliance on Crown Land release - Encourage the Commonwealth Government to take advice from the Singapore Food Agency to reach out to Singapore investors in Agri-businesses, higher education and tourism sectors.		

Natural Environment & Climate Change

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
41 -341	Red Crab Migration - Maintenance, protection and introduction of new red crab migration protection measures such as Environmental Corridors as part of future urban development.		
42 -342	Unidentified cave formations - Continue to request a whole of Island geological mapping (basalt & limestone) is carried out by the Commonwealth.		
43 -342	Unidentified cave formations - Ensure that new developments are not at risk due to potential cave collapse. Any new development to considers the geotechnical limitations associated with potential cave formations.		
44 -343	Mining Leases within National Park - Support the rationalisation of National Park boundaries and the relinquishment of the central and north western mining leases to Parks Australia.		
45 -344	Mining Leases extinguished by 2034 - Maximise the usage of ex mining areas towards economic development such as Agri-businesses.		
46 -345	Enhancement of the natural environment - Investigate environmental contribution to be imposed on new development utilizing mechanisms such as environmental offsets and or the creation of environmental corridors when and where appropriate.		
47 -346	Carbon Emissions Reduction - Devise with the DITRDCA a whole of <i>Christmas Island Clean Energies Strategy</i> focusing on clean energy generation options together with their location, spatial requirements and identify clean energy requirements within the town planning framework for approval of new developments.		
48 -346	Carbon Emissions Reduction - Devise a <i>Shire Carbon Emissions Reduction Plan</i> that will focus on the reduction of carbon emissions generated by the SOCI operations.		
49 -347	Eco-tourism Higher Education & Research - Ensure collaboration between Parks Australia and the <i>Indian Ocean Learning Communities</i> to facilitate research initiatives focusing on the environment and eco-tourism.		

LPS Ref	Action	Priority	Timing
50 -347	Eco-tourism Higher Education & Research - Support the provision of remote ecoadventure and cultural tourist experiences in areas where compatibility with the cultural, environmental and landscape values can be achieved.		
51 -348	Sea level rise & Storm surge - Plan for and encourage a relocation approach for the Kampong residents to safe existing and new urban areas. Develop a long-term residential transition plan for the Kampong towards safer existing and new urban areas.		
52 -348	Sea level rise & Storm surge – Encourage the DITRDCA to Investigate and scope a Coastal Hazard Risk Management and Adaptation Plan for Kampong, as per WA's State Planning Policy 2.6 – Coastal Planning.		
53 -349	Waves undercutting Terrace Cliffs - Minimise geotechnical risks on the ocean side of Gaze Rd. Encourage the DITRDC to investigate and scope a Coastal Hazard Risk Management and Adaptation Plan for the Gaze Road and Settlement precincts, per WA's State Planning Policy 2.6 – Coastal Planning.		
54 -3410	Increased Storm Surges - Ensure the storage of containers is provided at the Light Industrial Area to relieve pressure and minimise risks at the port wharf.		
55 -3411	Increased severity of Cyclones - Ensure future development are resilient to cyclone more severe than those previously experienced and meet requirements for Category 5 cyclones as per the Building Code of Australia standards.		
56 -3412	Import of fossil fuel - Pro-actively move the island away from the fossil fuel economy. Identify suitable options and sites across the island for the establishment of solar farm and wind turbines.		

Infrastructure

Proposed SOCI actions:

LPS Ref	Action	Priority	Timing
57 -351	Potable Water - Continue to request a whole of Island geological mapping (basalt & limestone) is carried out by the Commonwealth Support the RDO recommendation to DITRDCA for the completion of water mapping across Christmas Island (RDO 2030 Strategic Plan)		
58 -352	Pumping Stations at risk - Encourage DITRDCA to secure power supply to water pumping stations by installing power supply underground. Encourage Watercorp to explore wind/solar/battery systems to drive remote underground pumping station as alternative to carbon emitting power supply		
59 -353	Re-use of Bio-waste - Learn from the Mining to Plant Enterprise Waste Recovery trials and continue to investigate sustainable water management practices, such as bio-waste re-use opportunities for agricultural purposes.		
60 -354	Rockfall risk to Wastewater Infrastructure - Encourage the DITRDCA to take appropriate measures to protect wastewater infrastructure from rock fall risks.		
61 -355	Clean Energy - Include appropriate use classes, and associated provisions within the Local Planning Scheme that relate to the development of renewable energy infrastructure. Promote the enactment of the Australian Local Power Agency Bill 2021.		
62 -356	Gaze Road fuel tanks - Minimise risks associated with the fuel tanks within the Gaze Road precinct in order to allow for the safe increase in much needed accommodation within this prime tourism, residential and commercial location. Promote the appropriate and ultimate location for domestic fuel storage and public fuel distribution at the Light Industrial Area. This is to be reflected in the Local Planning Framework.		
63 -357	Domestic Waste Recovery - Eliminate the concept of waste throughout the Island with a clear focus on waste recovery. Establishment of a Recovery Centre to sort and process recyclable materials, and organic waste treatment plant to process food waste and a composting plant to process other organic waste.		
64 -358	Freight movements - Advocate with the DITRDC to implement the 'Murray Road Link' as outlined in the 2010 Light Industrial Area ODP to remove freight movements from established residential areas.		

LPS Ref	Action	Priority	Timing
65 -359	Connection to the Recreation Centre - Provide direct pedestrian, cycle and vehicular connection between the Recreation Centre and the Poon Saan and Drumsite areas as part of the Phosphate Hill urban expansion area.		
66 -3510	Airport Fire Fighting - Encourage the DITRDCA to provide adequate aviation fire-fighting services at the airport to allow access to all international carriers.		
67 -3511	Runway not to CASA and International Aviation Standards - Encourage the DITRDC to develop a strategy to implement the upgrade of the CI Runway and terminal, improve reliability and diversification of air services, accommodate future larger aircrafts and adequately respond to patronage growth potentially driven by tourism, higher education & research, niche agri-businesses export and possibly Defence.		
68 -3512	Runway expansion - Identify and protect additional land area to allow for the orderly expansion of the runway and the implementation of improved aviation standards. Introduce a Special Control Area in the Local Planning Scheme that include the Airfield and surrounding areas.		
69 -3513	Limited freight storage at the Port – Pursue the implementation of the Light Industrial Area 2021 layout to provide additional container storage and handling facilities for public and private purposes. Include a special provision in the Scheme for the mandatory storage of freight at the LIA.		
70 -3614	Future of phosphate dedicated port areas - Plan to adapt/convert port loading facility to requirements of post mining economic activities such as agri-businesses, cruise ships and construction materials.		
71 -3615	Future of the port facility at Nui-Nui - Encourage the DITRDCA to establish a mooring capability at Nui-Nui to allow shipping access to CI when the port at Flying Fish Cove cannot operate during the swell season.		

Acronyms

SOCI	Shire of Christmas Island
ABS	Australian Bureau of Statistics
PRL	Phosphate Resources Limited
CISA	Christmas Island Strategic Assessment
IDC	Immigration Detention Centre
CDS	Correctional and Detention Services
CITA	Christmas Island Tourism Association
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CICES	Christmas Island Clean Energies Strategy
SCERP	Shire Carbon Emissions Reduction Plan
MINTOPE	Mining to Plant Enterprise
IOLC	Indian Ocean Learning Communities
IOT	Indian Ocean Territories
CIMP	Christmas Island Marine Park
AEZ	Australia Exclusive Economic Zone
FMC	Fisheries Management Committee
DIRD	Department of Infrastructure & Regional Development
LED	Light-Emitting Diode
CISS	Christmas Island – Singapore Strategy
ASCSP	Australia-Singapore Comprehensive Strategic Partnership
CASA	Civil Aviation Safety Authority
RESA	Runway End Safety Area
ICAO	International Civil Aviation Organisation
CKI	Cocos (Keeling) Islands



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.1.5
SUBJECT	Corporate Business Plan 2022-2023
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	3.1.3
INTEREST DISCLOSURE	Nil
DATE OF REPORT	13 March 2023
AUTHOR	David Price CEO
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

That Council adopts the interim Corporate Business Plan 2022-2023 “Christmas Island – A place For Everyone, Without Exception, and a 4 year Corporate Business Plan for 2023 – 2027 be presented for Council Consideration before the end of 2023.

BACKGROUND

Section 5.56 of the Local Government Act 1995 (WA)(CI) Council is required to have a Plan to effectively “plan for the future”

Under the Local Government (Administration) Regulations 1966, a Corporate Business Plan is required to:

- (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
- (b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
- (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

The Shire’s Corporate Business Plan aims to fulfil these obligations, as well as demonstrate leadership and best – practice in operational planning on our island space.

COMMENT

COVID-19 restrictions on public gatherings hampered the Shire’s ability to widely consult residents in 2021/22 for their input in the 10 Year Strategic Community Plan as the present “*CI 2021 – Plan For The Future*” came to its statutory end.

Thus this has delayed the development of the necessary Corporate Business Plan associated with the execution of goals set by the community in a new 10 Year Strategic Community Plan.

April 2023 sees the Shire engage residents on the new 10 Year Strategic Community Plan, working title “Our Island, Our Responsibility” which will be from 2023 to 2033.

This interim Corporate Business Plan will be reviewed after the 10 Year Plan is adopted mid- 2023 and be expanded to the usual 4 year length to incorporate the goals set by the community in the new 10 Year Plan.

This interim Corporate Business Plan will continue delivering on the two major themes of the last Corporate Business Plan-

The key two themes of the proposed Corporate Business Plan are as:

- “A Tourism Ready Island.”
- “A Road Asset Management Focus.”

Actionable deliverables have been identified under each theme for the Shire to accomplish within the Corporate Business Plan.

STATUTORY ENVIRONMENT

Section 5.56 of the Local Government Act 1995 (WA)(CI) and 19DA(6) of the Local Government (Administration) Regulations 1966 requires Council to have an updates Corporate Business Plan every 4 years. Council need Absolute Majority.

POLICY IMPLICATIONS

FINANCIAL IMPLICATIONS

The Annual budget 2022 and 2023 will be influenced by the goals set out by the Corporate Business Plan.

STRATEGIC IMPLICATIONS & MILESTONES

There are no significant strategic implications arising from this matter.

VOTING REQUIREMENTS

An absolute majority is required

ATTACHMENTS

10.1.5.1- Corporate Business Plan 2022-2023



Christmas Island – A Place For Everyone, Without Exception



ANZAC Day Ceremony 2012, Smith Point, Christmas Island

2022-2023 Corporate Business Plan



Contents

Message from the Chief Executive Officer	3
Introduction	
WA Local Government Integrated Planning and Reporting Framework	8
The Planning Cycle	9
Strategic Directions	9
Key Points of the Plan	9
a) A Tourism Ready Footing	10
i) Dual Use Pathway Program	10
ii) Streetscapes	10
iii) Sport and Recreation Facilities	10
iv) Sports Hall Foreshore Development	10
v) Local Festival Calendar Support	10
vi) Accessibility Improvements	10
b) Road Asset Management Focus	11
i) Murray Road Drumsite	11
ii) Outer Road Network Management	11
Council's Roles	12
Organisational Structure	13
Themes and Actions	14
Land Use Planning	14
Infrastructure Planning	14
Economic Diversification	15
Protecting the Natural Environment	16
Community Capacity, Health and Wellbeing	18
Governance and Institutional Capacity	21
Financial Implications	
4 Year Financial Profile	22
Bibliography	23



Message from the Chief Executive Officer

The *Shire of Christmas Island Corporate Business Plan 2022-2023* is a one year interim Corporate Business Plan following the 2017-2021 Corporate Business Plan.

The title of this interim 22-23 document continues to be “*A Place for Everyone, Without Exception.*”

COVID-19 restrictions on public gatherings hampered the Shire’s ability to widely consult residents in 2021/22 for their input in the 10 Year Strategic Community Plan as the present “*CI 2021 – Plan For The Future*” came to its statutory end.

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This interim Corporate Business Plan will continue delivering on the two major themes of the last Corporate Business Plan-

- a) A Tourism Ready Footing
- b) Road Asset Management Focus

Completion of 2017-2021 Corporate Business Plan Goals

The Shire is happy to provide a summary of completions of the goals set in the last Corporate Business Plan 2017-2021 as below.

Theme	Reporting
Investment into a ‘Tourism Ready’ footing	
i) Dual Use Pathway	<p>The Drumsite-Phosphate Hill dual use pathway was completed in this period.</p> <p>The Settlement Dual Use Footpath was completed in this period.</p> <p>The Commonwealth completed a Dual Use Footpath connecting to the Shire’s on Commonwealth easement along Settlement.</p>
ii) Streetscapes	The Shire’s public art mural program ‘The



A Place For Everyone, Without Exception 2022-2023

	<p>Streets Are Our Museums' completed 10 murals in the period. Funding was acquired through several Commonwealth grant programs, Shire funds and a contribution from a local business' grant program.</p> <p>The Shire won the 2022 History Council of WA's state award for cultural contribution to state history for the program.</p> <p>It has been well received, and has had the Water Corp and CIDHS school create artwork programs themselves to decorate their infrastructure and public spaces also.</p>
iii) Sport and Recreation Facilities	<p>The Shire has been able to update every local park in its domain. This includes a new flooring on the Poon Saan basketball courts and park benches in the Commonwealth's Kampong Padang precinct.</p> <p>It has also in 2023 been successful in receiving a \$150,000 grant to revamp the Lily Beach Precinct to provide better amenity for visitors and locals alike.</p>
iv) Sports Hall Foreshore Development	<p>The Shire continues to find options for funding the vision for this Commonwealth building.</p> <p>An initial meeting with new local member MP Marion Scrymgour in 2023 has led to her inviting Shire to explore more options with herself and the new Government.</p>
v) Local Festival Calendar Support	<p>The Shire continues to fund grass roots community events, granting \$360,000 worth of applications in the 2017-2022 period.</p>
vi) Accessibility Improvements	<p>The Shire has completed universal access at the George Fam Building and Poon Saan Community Hall, and is making universal access at the new Foreshore Padang precinct in 2023.</p>

Road Asset Management Focus	
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i) Murray Road Drumsite	The major road realignment was completed in this period on budget and time. It utilised a contribution from the Commonwealth Roads Agreement for Christmas Island to complete.
ii) Outer Road Network Management	<p>The Works and Services division has sealed 8km of the outer road network. Most importantly much of North-South Baseline, a very important roadway for industry, has been sealed. It also provides access for visitors and locals to the important South Point historical precinct where the South Point Temple and South Point Settlement Ruins are, important cultural and tourism sites.</p> <p>The Shire has undertaken major fee for service works for the Commonwealth in this period in the outer road network including sealing Dolly Beach road.</p> <p>The Shire has also provided expertise to the National Parks for their proposed sealing program of their major network roads inside the National Park. A tender for this work is expected to be released in 2023 in which the Shire plans to compete for.</p>

Council has made Christmas Island a lot more '*tourism ready*' in regards to municipal offerings with the steady progress on the two key themes of the last Corporate Business Plan. The future long term goal is still to support mining until the end of its time on Christmas Island, presently 2034, and in the meanwhile to assist the Island's economy to pivot to new economic planks including tourism.

Council is especially proud of the state recognition of its public art program focused on highlighting stories from the past deserving of greater contemporary recognition including the contribution of the Cocos Malays and the Samsui Chinese Women Construction Labourers to early life on Christmas Island.

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 from time to time into the future.



Along with all the Councillors and staff, we are pleased to present the Shire of Christmas Island Corporate Business Plan 2022-2023 as an outline of how we wish to continue the identified themes and segue into the new 10 Year Strategic Community Plan expected to be completed later in 2023.

David Price
Chief Executive Officer



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 central 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 had completed a 2 year consultation period from the 50th Anniversary of Australian Sovereignty on CI in 2008 to produce the first Strategic Community Plan document 'CI 2018' which was reviewed in 2011 for the next 10 years to become the 'CI 2021 Plan.'

COVID-19 delayed the ability for the Shire to engage with the community effectively to develop the new 10 year plan in 21/22. Whilst many other local governments used online means to engage with residents, Council did not see this as an effective way to engage our diverse residents across language ability, computer access/literacy and age spread.

The Shire is now in April 2023 able to commit the planned public engagement process to gather resident input into the new 10 Year Strategic Community Plan, which will allow Council to update this interim-Corporate Business Plan 2022-2023.

This one year interim-Corporate Business Plan will continue to action the two themes identified in the last CBP as accepted community goals vetted by residents – '*A Tourism Ready Footing*' and '*Outer Road Network Management*.'

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 4 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 takes into account available resources to deliver the best possible outcomes for the community based. Shire completed these documents in 2013.

The Western Australia Integrated Planning and Reporting Framework



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



Planning Cycle

Normally Corporate Business Plans are for four years and are developed by an analysis of the Informing Strategies and prioritisation of goals set in the incumbent 10 Year Strategic Community Plan.

They are reviewed on an annual basis by Council to reflect the need to prepare an Annual Budget to action the items in the four year plan.

This particular Planning Cycle has been disrupted by COVID-19, especially with the outbreak of the pandemic across the Indian Ocean Territories in 2022. The safety measures set by the local Territories' Office Emergency Management Committee restricted the ability for Council to engage in public workshops in 2022.

Strategic Direction – Key Points

As predicted in the CI 2021 Plan, the economic shift away from the immigration industry has begun. Elements of the *2011 Socio-Economic Impact of the Immigration Detention Centre on Christmas Island (AECOM 2011)* have come to the front, especially regarding the lower population numbers on CI and its domino effect on services required.

In addition to fulfilling the municipal duties associated with local government, the people of Christmas Island have charged Council with preparing the island to a 'Tourism Ready' footing as they and Council agree that tourism should be developed into a sizeable portion of the local economy.

Thus, the key points for Council's 2017-2021 Corporate Business Plan were focused on

- a) Investment into 'Tourism Ready' footing
 - i) Dual Use Pathway
 - ii) Streetscapes
 - iii) Sport and Recreation Facilities
 - iv) Sports Hall Foreshore Development
 - v) Local Festival Calendar Support
 - vi) Accessibility Improvements
- b) Road Asset Management Focus
 - i) Murray Road Drumsite
 - ii) Outer Road Network Management



A Place For Everyone, Without Exception 2022-2023

Consequently this Interim-Corporate Business Plan 2022-2023 will continue to progress the two identified themes until the new 10 Year Strategic Community Plan is adopted by Council following public comment and input in 2023.

Key Points of the Corporate Business Plan

Investment into a 'Tourism Ready' footing

Following the elements under the Economic Diversification in the CI 2021 Strategic Community Plan, Shire will see to the progression of projects aiming to give the island a 'Tourism Ready' footing. It was acknowledged in the CI 2021 Plan that the economy needed to broaden out from mining and immigration to include tourism as a plank in the economy. Thus, Council has a role in preparing infrastructure to support co-ratepayer and visitor use via its Corporate Business Planning and subsequent annual budgets.

<u>Investment into 'Tourism Ready' footing</u>	<u>2022-2023 Actions</u>
i) Dual Use Pathway (Item I2 in CSP)	<p>Taman Sweetland footpath scheduled to commence dry season 2023 pending delivery of building supplies.</p> <p>This footpath is funded through the Phase 3 of the Commonwealth Local Roads and Community Infrastructure Program Grant scheme.</p>
ii) Streetscapes (Item I7 in CSP)	<p>Additional murals planned to continue the 'marine theme' complimenting the new Christmas Island Marine Park. A local entity has won a small grant, Shire to provide in-kind assistance</p>
iii) Sport and Recreation facilities (Item CB8, HWB5, HWB7 in CSP)	<p>\$150,000 grant from Commonwealth to facelift the entry to the new Christmas Island Marine Park at the Lily Beach Precinct</p>
iv) Sports Hall Foreshore Development	<p>Initial meeting with MP Scrymgour in Feb 2023 on applicability of new 'Northern Australia Funding Grant' to be explored.</p>



v)	Support of local cultural organisations' festival calendar	Budgeted \$60,000 of grant funds available to community groups
vi)	Accessibility Improvements	Scheduled universal access to the Foreshore Padang precinct

Road Asset Management Focus

Shire has significant road asset responsibilities on the island taking care of not only local 'ratepayer roads,' but Commonwealth roads as well.

The Shire of Christmas Island maintains jurisdiction over the entire road network on Christmas Island except for National Park roads and Mining Roads. Recognising that the roads component of the Federal Assistance Grants funding is inadequate to maintain the entire network given that the Commonwealth outer road network is largely unsealed, the Department of Infrastructure and Regional Development (DIRD) provide Council with \$600,000 worth of work orders annually for its Commonwealth outer road network.

The Department of the Environment as the next largest road network owner on Christmas Island after the Department of Territories is scheduled to put to the market a major network sealing tender in 2023.

The completion of this work will ensure greater usability of the National Park and significantly reduce the need for 4WD within the Park. It will be friendlier for visitors and locals alike.

The Shire will commit significant management resources in the competing for this tender and the management of the contract should Shire be successful.

The Shire continues to liaise with the Department of Territories to consult on the works requests associated with the annual \$600,000 CRA funds.



Council's Roles

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 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 2016 provided feedback to the Dept of Fisheries over several months which led to an exemption for Christmas Island fisherpeople to be able to take their catch to local restaurants, something which is disallowed in WA.

In working to meet the Economic Development goals in the CI 2021 Plan, the CCC engaged with the Department of Infrastructure and Regional Development to examine raising an SDA with the WA Department of State Development being the state service that essentially looks to increase the prosperity of the state to extend their services to the Indian Ocean Territories.

Advocate for Agreed Community Development

As the custodians of the CI 2021 Strategic Community Plan and the convenor for the next 10 Year Strategic Plan, the Shire is the sole organisation on the Island that is an advocate for *agreed community development*.

There is a statutory obligation for local government to advertise documents such as the 10 Year SCP for public comment; feedback is sought from ratepayers, fellow agencies and other levels of government. Council cannot finalise the document without also meeting and documenting a minimum number of ratepayers reached in the engagement and consultation phase. The number is 10% of the population, or 500, whichever is the lesser according to the *DLGSC Integrated Planning and Reporting Advisory Standard, September 2016*¹.

¹ https://www.dlgsc.wa.gov.au/docs/default-source/local-government/integrated-planning-and-reporting/integrated-planning-and-reporting-advisory-standard-september-2016pdf.pdf?sfvrsn=68a4883a_8



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.



Themes and Actions

The CI 2021 Plan featured six themes for Council to pursue alongside Government and community stakeholders to achieve the vision 'A Place for Everyone, Without Exception.'

Land Use Planning	Protecting the Natural Environment
Infrastructure Planning	Community Capacity, Health and Wellbeing
Economic Diversification	Governance and Institutional Capacity

Christmas Island 2021 Community Vision:

"By 2021 the economic diversity required for a sustainable economy has progressed on Christmas Island through the establishment of agreed industries. While the mainstay of the economy includes mining and government activities, other industries such as tourism, food production, education services and research industries are now prominent. All these industries respect and support the unique natural environment of the Island....Christmas Island is a safe and harmonious place to live and there is a spirit of unity and cooperation. Everyone is welcome on Christmas Island."

Shire of Christmas Island Strategic Community Plan CI 2021

Each of the six themes had a number of goals to be achieved by Council along with relevant agencies.

A number of these were completed in the first Corporate Business Plan period from 2012-2016; Council has elected to allocate resources to complete the following remaining priorities in the six themes.



Land Use Planning

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
Land Use 2	Review the CI Local Planning Strategy and Town Planning Scheme.	SOCI had the LPS and TPS gazetted in 2015 by Minister Fletcher. It will undertake the normal five year statutory review process.		X	X	
Land Use 3	Determine the long-term housing and tourism accommodation needs on CI, including aged care housing.	<p>Completed</p> <ul style="list-style-type: none"> - 2014 Review of Aged Care Report in the IOTs report - 2011 Accommodation Needs Assessment <p>Town Planning Scheme signed in 2015; Crown Land Management Plan 2017 may release land for additional urban development.</p> <p>Council to work with Commonwealth on this process from a municipal authority regulatory perspective.</p>	X	X	X	X
Land Use 6	Draft and implement a land release and development plan as part of the Local Planning Strategy and Town Planning Scheme.	<p>Town Planning Scheme signed in 2015; Crown Land Management Plan 2017 may release land for additional urban development.</p> <p>Council to work with Commonwealth on this process from a municipal authority regulatory perspective.</p>	X	X	X	X
Land Use 7	Develop master plans for community focal points.	<p>Council created 2017 Settlement Sports Hall Refurbishment Preliminary Design Concept plan to develop Gaze Road as a focal point.</p> <p>Council taking to Minister for input June 2017</p>	X			



Infrastructure Planning

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
Infra 1	Establish a priority infrastructure plan for essential development infrastructure that outlines the implementation for key water. Sewerage and drainage works required to support the likely population of the Island over the next 10-15 years.	Council is working with CIP and soon DIRD on the immediate priority of a solution to the Murray Road closure in Drumsite because of erosion damage in the area.	X	X		
Infra 2	Establish a priority infrastructure plan for implementing improvements to access around CI.	Council seeking Commonwealth funding to seal C'wealth outer road network. Council seeking Commonwealth funding to complete Dual Use Pathway program	X	X	X	X
Infra 7	Establish a priority works plan for community infrastructure and amenities around Christmas Island	Council is installing soft fall in community parks in the 2017/2018 year.	X			
Infra 10	Develop a BMX track and open air skating park for youth	Council has applied for BBR funding, and has committed matching funds for outdoor skate park.	X			
Infra 12	Develop experiential opportunities in key areas of natural heritage.	Golf Course Lookout / Phosphate Hill Chinese Cemetery Lookout is having seating and shelter installed	X			
Infra 14	Investigate the opportunity to expand and relocate the Visitor Centre to appropriate central accessible location	2017 Settlement Sports Hall Concept Plan features a relocation of Visitors Centre to a refurbished Sports Hall. Awaiting Commonwealth input.	X			



CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
Infra 15	Implement a historical walk around the island	'Our Streets Are Our Museums' Christmas Island Street Art plan aims to paint historical scenes on walls in urban areas.	X	X	X	
Infra 19	Develop a Light Industrial Area	LIA completed in 2017. Three lots of 2000sqm on Quarry Road; potential for large container storage on balance of Lot 555.	X			

Economic Diversification

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
Economic Dev 8	Develop an investor prospectus for the Island which assists in creating the financial, legal and land base for investment and economic development	<p>Council seeking advice from Dept of Planning on the process for re-zoning Unallocated Crown Land in the CLMP into desired zones; Council also seeking advice on tree clearing sign offs for potential future CLMP sold / leased land.</p> <p>Governance Officer meeting Dept of Planning in Perth, June 2017 on developing a procedural framework between SOCI and Dept. of Planning on how the CLMP is to be executed from a regulatory point of view.</p> <p>Council will consider an online prospectus page on its website once protocol has been documented for the above two matters.</p>	X			



Protecting the Natural Environment

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
Nat Enviro 2	Cat and Rat Management: In collaboration with CIP and other stakeholders, implement the SOCI Management Plan for cats and rats on Christmas Island	<p>Continue with the management plan.</p> <p>Consider joint funding proposals for eradication programs as per the 2011 joint application with National Parks for the initial Cat Eradication plant and equipment.</p>	X	X	X	X

Community Capacity, Health and Wellbeing

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
CB5	<p>Develop a calendar of festival and events. Include existing events in an enhanced way, and identify opportunities for new community events and celebrations.</p> <p>Enhance SOCI's capacity to manage these festivals and events.</p>	<p>SOCI recognises that its community celebrations are a key element to the tourism offering for CI.</p> <p>Community Services will produce a 2 year cultural calendar on its website, taking into account the lunar dates for cultural and religious observations.</p> <p>SOCI's Heritage and Cultural Planning Committee to have its charter reviewed; new meeting schedule to be created.</p>	X			



CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
CB8	Establish and market the Indian Ocean Games sporting festival	<p>Manager of Rec Services pursued a relationship with Jakarta expatriate sporting clubs as well as joint CKI – CI sporting initiatives from 2015-2017.</p> <p>MRS to continue promoting CI as a hub of exchange for sports and leisure for the region and to provide input in economic development circles on the methods that would assist him in this respect</p> <p>I.e. Cabotage restriction lifting, flight scheduling.</p>	X			
CB9	Develop a welcome package for all new residents and working visitors to the Island.	<p>Shire Community Services team to develop an information package for new arrivals to the island, outlining opening times of stores, flight schedule information, emergency information, cyclone awareness, list of social and cultural groups, worship options, how to vote federally / locally, driver's license details, utilities connection, shipping and logistics assistance etc.</p> <p>This aims to assist new arrivals at other agencies (such as AFP, CIDHS) and augment any induction information that that may have.</p>	X			
HWB1	Determine Aged Care needs on island	Shire acquired version 1 of the Aged Care Report; Council to assess what like services are available in regional WA as well as Norfolk Island and consult with community stakeholders on an agreed way forward.	X	X		



CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
HWB4	Work closely with community groups to foster cultural activities and the arts on the island.	Shire to continue Community Assistance Grants program as the peak annual funding program on Christmas Island for cultural and arts activities on Christmas Island.	X	X	X	X
HWB5	Implement the Sports and Recreation Development Plan	<p>Manager of Recreation Services to review the 2013 CI Sports and Recreation Strategic Plan, noting that many items have been actioned and new opportunities have presented themselves in recent years.</p> <p>Council to adopt and fund priority goals in the revised plan.</p>		X		
HWB12	Ensure that appropriate knowledge and funding is directed to the maintenance of Christmas Island's cultural and religious infrastructure, including Chinese Temples	<p>Council is pursuing the 'Our Streets are Our Museums' street mural program to conceptualise interpretation of the cultural assets of the island on the urban landscape.</p> <p>Council in conjunction with various Temple Committees have developed the 'CI Temple Book' Program which will serve to raise funds for maintenance of temples.</p> <p>Council to approach DIRD on other fundraising ideas for the temple tiling</p>	X			



CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
CC5	Update the Community Directory	Community Services to create and maintain a page in the shire website for the Community Directory.	X	X	X	X

Governance and Institutional Capacity

CI 2021 Plan Reference	Description	Actions	2018	2019	2020	2021
G1	Work with the community to establish a community scorecard system (or similar) for the ongoing monitoring and evaluation of the Shire's service delivery performance.	SOCI to make available on website the list of goals in 'Key Points of Corporate Business Plan' and update progressed items.	X			
G2	Develop a memorandum of agreement between SOCI and DIRD with a focus on joint planning, communication, info sharing and collaboration on key projects.	<p>Several major SOCI – DIRD programs in place</p> <ul style="list-style-type: none"> a) Murray Road Drumsite erosion b) CRA roads grant c) Crown Land Management Plan execution <p>SOCI to continue having fortnightly meetings with DIRD Canberra on progress of items.</p>	X	X	X	X
G3	Initial continual improvement program for Council local laws, policies and management processes	Underway with employment of Governance Officer at SOCI since 2014	X	X	X	X



Four Year Financial Forecast

Source: SOCI Long Term Financial Plan 2013-2028, UHY Haines Nortons

	2019-20	2020-21	2021-22	2022-23
	\$	\$	\$	\$
CURRENT ASSETS				
Unrestricted Cash and Equivalents	537,594	537,594	537,594	537,594
Restricted Cash and Cash Equivalent	4,418,089	4,620,193	4,785,351	4,815,089
Non-Cash Investments	16,483	16,483	16,483	16,483
Trade and Other Receivables	351,540	351,540	351,540	351,540
Inventories	1,620	1,620	1,620	1,620
TOTAL CURRENT ASSETS	5,325,326	5,527,430	5,692,588	5,722,326
NON-CURRENT ASSETS				
Other Receivables	56,825	56,825	56,825	56,825
Inventories	0	0	0	0
Property Plant and Equipment	7,713,810	7,103,740	6,649,509	6,199,107
Infrastructure	101,047,715	109,322,152	114,045,148	118,608,712
TOTAL NON-CURRENT ASSETS	108,818,350	116,482,717	120,751,482	124,864,644
TOTAL ASSETS	114,143,676	122,010,147	126,444,070	130,586,970
CURRENT LIABILITIES				
Trade and Other Payables	872,212	872,212	872,212	872,212
Current Portion of Long-term Liabilities	0	0	0	0
Provisions	1,040,798	1,040,798	1,040,798	1,040,798
TOTAL CURRENT LIABILITIES	1,913,010	1,913,010	1,913,010	1,913,010
NON-CURRENT LIABILITIES				
Long-term Borrowings	0	0	0	0
Provisions	48,340	48,340	48,340	48,340
TOTAL NON-CURRENT LIABILITIES	48,340	48,340	48,340	48,340
TOTAL LIABILITIES	1,961,350	1,961,350	1,961,350	1,961,350
NET ASSETS	112,182,326	120,048,797	124,482,720	128,625,620
EQUITY				
Retained Surplus	19,434,302	23,478,758	23,876,620	23,977,629
Reserves - Cash Backed	4,453,114	4,655,218	4,820,376	4,850,114
Reserves - Revaluation	88,294,910	91,914,821	95,785,724	99,797,877
TOTAL EQUITY	112,182,326	120,048,797	124,482,720	128,625,620



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CI Sports and Recreation Strategic Plan 2013-2018,

Shire of Christmas Island

Christmas Island Strategic Community Plan: CI 2021

2017 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

2011 Proposed management plan for cats and black rats on Christmas Island

Department of Infrastructure and Regional Development

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

All bibliography documents available on www.shire.gov.cx

Please contact the Director of Policy, Planning and Governance for more information

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SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.1.6
SUBJECT	Policy Manual Review
LOCATION/ADDRESS/APPLICANT	
FILE REFERENCE	
INTEREST DISCLOSURE	Nil
DATE OF REPORT	13 March 2023
AUTHOR	David Price
SIGNATURE OF CEO	SIGNED

RECOMMENDATIONS

That Council adopts the following policies –

Administration Policies

Administration 6 – Access Management Policy

Administration 7 – Shire of Christmas Island Information Communications Technology (ICT) Use Policy

Administration 8 - ICT Business Continuity

Administration 9 – Change Documentation Management

Administration 10 – Network Security Management

Administration 11 – Server Room Management

BACKGROUND

Council Policies are high-level statements articulating the intent of the Shire's strategic objectives and provides high level guidance for the Shire's operations.

They are developed by senior management in accordance with feedback from operations staff. They aim to strengthen good governance and support consistency in decision-making and outcomes.

COMMENT

The above Administration policy additions are resulting from recommendations from past audits, and add administrative, managements and security processes to our internal operations.

The Policy Manual requires require a review every two years for best practice. The period for the last review was the final quarter of 2021; the auditors requested that the relevant staff conduct a review of the manual for adoption by Council this current quarter with a view to have it completed at end of quarter. Auditors also recommended inputting the date of review in a long-term calendar to ensure the next review is completed in two years.

Whilst policy review is not a statutory requirement, unlike local law reviews which are to be done at least once in seven years, regular formalized reviews ensure that policies are kept updated and relevant to any changes in the local government space.

STATUTORY ENVIRONMENT

Local Government (Administration) Regulations 1996

Local Government (Administration) Amendment Regulations 2021

FINANCIAL IMPLICATIONS

None

STRATEGIC IMPLICATIONS & MILESTONES

Supports governance outcomes.

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS

10.1.6.1. -Administration 6 – Access Management Policy

10.1.6.2 -Administration 7 – Shire of Christmas Island Information Communications Technology (ICT) Use Policy

10.1.6.3 - Administration 8 - ICT Business Continuity

10.1.6.4 -Administration 9 – Change Documentation Management

10.1.6.5 -Administration 10 – Network Security Management

10.1.6.6 - Administration 11 – Server Room Management

Administration 6 – Access Management Policy

1. Policy Statement

- 1.1. Protecting access to IT systems and applications is critical to maintain the integrity of the Shire of Christmas Island's (SOCl) technology and data and prevent unauthorised access to such resources.
- 1.2. Access to SOCl's systems must be restricted to only authorized users or processes, based on the principle of strict need to know and least privilege.

2. Background

- 2.1. Access controls are necessary to ensure only authorized users can obtain access to SOCl's information and systems.
- 2.2. Access controls manage the admittance of users to system and network resources by granting users access only to the specific resources they require to complete their job related duties.

3. Policy Objective

- 3.1. The objective of this policy is to ensure SOCl has adequate controls to restrict access to systems and data.

4. Scope

- 4.1. This policy applies to:
 - 4.1.1. All SOCl workplaces.
 - 4.1.2. All employees, consultants, contractors, agents and authorized users accessing SOCl systems and applications.
 - 4.1.3. All IT systems or applications managed by SOCl that store, process or transmit information, including network and computer hardware, software and applications, mobile devices, and telecommunication systems.

5. Definitions

- 5.1. "Access Control" is the process that limits and controls access to resources of a computer system.
- 5.2. "Users" are employees, consultants, contractors, agents and authorized users

accessing SOCI's systems and applications.

- 5.3. "Privileged Accounts" are system or application accounts that have advanced permissions (as compared to regular Nominative User Account permissions) on such systems or applications.

Examples of Privileged Accounts include Administrator and Super User accounts.

- 5.4. "Access Privileges" are systems permissions associated with an account, including permissions to access or change data, to process transactions, create or change settings, etc.

- 5.6. "Administrator Account" is a user account with privileges that have advanced permissions on an IT system that are necessary for the administration of this system.

For example, an administrator account can create new users, change account permissions, modify security settings such as password settings, modify system logs, etc.

- 5.7. "Super User Account" are accounts where the nominative user has Access Privileges required to complete their job tasks – usually to process transactions or approve changes.

For example, a Super User Account on Synergy can enter and remove expenses to a GL.

- 5.8. "Nominative User Accounts" are user accounts that are named after a person.

For example chris@shire.gov.cx is a NUA on SOCI's Outlook platform.

chris.su is a NUA on the Synergy platform.

An NUA on Synergy can raise purchase orders that are to be approved by the appropriate Director or Line Manager with appropriate authority.

6. Guiding Principles – General Requirements

- 6.1. SOCI will provide access privileges to Institution technology (including networks, systems, applications, computers and mobile devices) based on the following principles:
- 6.1.1. Need to know – users or resources will be granted access to systems that are necessary to fulfill their roles and responsibilities.
- 6.1.2. Least privilege – users or resources will be provided with the minimum privileges necessary to fulfill their roles and responsibilities.
- 6.2. Requests for users' accounts and access privileges must be formally documented and appropriately approved.

6.3. Requests for temporary accounts for non-SOCI staff must be formally documented and approved by Director of Finance and the CEO. These will be very rare and typically only for external-auditors to log into Synergy to assist with audit matters.

6.4. Where possible, these temporary account to automatically expire at a pre-set date.

When temporary access is required, such access will be removed immediately after the user has completed the task for which the access was granted.

6.6. Access rights will be disabled or removed when IT receives notification that a user is terminated or ceases to have a legitimate reason to access SOCI systems.

6.7. Existing user accounts and access rights will be reviewed at least annually to detect dormant accounts and accounts with excessive privileges.

Examples of accounts with excessive privileges include:

6.7.1. A temporary account assigned to external contractors or vendors.

6.7.2. An active account with access rights for which the user's role and responsibilities do not require access. For example, users that do not have authority or responsibility to approve expenses should not have access with approval permissions within a financial system.

6.7.3. System administrative rights or permissions (including permissions to change the security settings or performance settings of a system) granted to a user who is not the Administrator.

6.7.4. Any unknown active accounts.

7. Exceptions to the Policy

7.1. Exceptions to the guiding principles in this policy must be documented and formally approved by the IT Director.

Policy exceptions must describe:

14.1.1. The nature of the exception

14.1.2. A reasonable explanation for why the policy exception is required

14.1.3. Any risks created by the policy exception

14.1.4. Evidence of approval by the IT Director

8. Inquiries

- 8.1. Inquiries regarding this policy can be directed to the Director of Governance, Planning and Policy.

9. Systems Mapping

- 9.1 The IT Officer shall keep an updated Systems Map of users and label whom is an Administrator, Super User or Nominative User for MEX, Outlook, Synergy, etc.

10. IT Officer and Director of IT Responsibility

- 10.1 Broadly, there will be one Administrator to the network being the IT Officer. The IT Officer will have full Administrator access to all SOCI IT systems including MEX, Synergy, Outlook, Server 2000 and so on.
 - 10.1.1 The IT Officer is responsible for ensuring the 'Emergency Temporary Access' provisions in *AD 9 – Change Documentation Management* are upheld.
- 10.2 The Director of Finance and IT will be a Super-User and also grant necessary Access Privileges to staff across the various platforms to enable them to perform their job duties.

For example in the case of issuing an email address on the Shire's domain, staff will typically receive a Nominated User Account with the ability to create, send and delete emails from their own account.

They will be able to set the passwords to their own accounts only. Staff will have no power to create new email addresses, lock accounts or change permissions to other NUAs.

The NUAs are for staff to access the platform to perform work functions solely for their job scope. They will not be granted permissions to be able to alter the network systems.

The Director of Finance will ensure "Privileged Accounts" with sufficient Access Privileges are assigned to staff as needed for the job roles (for example, the senior finance officers will have permissions to add or remove General Ledger entries to process finances. This position however will not have Administrator level privileges such as onboarding or removing accounts from any platform).

Supporting Documents

1. IT Officer logbook
2. Sign off by new account recipients with IT Officer and HR

- **Document Control Box**

Version	Approved, Amended, Rescinded	Date	Officer	Resolution number	Key changes/notes	Next Review date	File Ref No.
1	Approved		Chris Su	XX/23			



Administration 7 –

Shire of Christmas Island Information Communications Technology (ICT) Use Policy

1. Policy Statement

- 1.1. Effective security is a team effort involving the participation and support of every Shire of Christmas Island employee who deals with information and/or information systems and devices. Every digital device user must understand this policy and carry out their use of digital devices in accordance with this policy.
- 1.2. For the purposes of this policy the term “employee/s” shall extend to cover contractors, volunteers and any person performing work for or with the Shire of Christmas Island in any capacity. All employees with access to Shire ICT workstations or equipment will be required to sign the Statement of Understanding and receipt of the ICT Use Policy.

2. General Use of ICT Equipment

- 2.1 While Shire of Christmas Island’s network administration desires to provide a reasonable level of privacy, users should be aware that the data they create on the corporate systems remain the property of Shire of Christmas Island. Because of the need to protect Shire of Christmas Island’s network, the confidentiality of personal (non-work-related) information stored on any network device belonging to Shire of Christmas Island cannot be guaranteed.
- 2.2 A degree of personal use is allowed on the Shire of Christmas Island’s equipment/devices/systems. Employees should exercise conservative judgment regarding the reasonableness of personal use but should be guided by the following principles:
 - Personal use should be conducted either before or after contracted hours of work or authorised breaks;
 - Personal use should be limited and brief, avoiding excessive download or transmission. An example of acceptable personal use would be conducting brief transactions through internet banking;
 - Personal use should not breach anything in this policy, particularly relating to the downloading of offensive or copyrighted materials;



- Managers will determine the specific acceptable personal use for their respective business areas as this will differ according to the needs of each group; and
 - If there is any uncertainty regarding acceptable personal use then employees should consult their supervisor or manager for guidance.
- 2.3 For security and network maintenance purposes, authorised individuals within Shire of Christmas Island may monitor equipment, systems and network traffic at any time, according to the specific nature and requirements of their roles.
- 2.4 Shire of Christmas Island reserves the right to audit networks and systems on a periodic basis to ensure system integrity and compliance with this policy.
- 2.5 All emails sent by Shire of Christmas Island staff should include the 'signature' and disclaimer at the foot of the body of the email, in the format specified by the Shire of Christmas Island's style guide or as otherwise advised by the Director of Governance.

3.0 Security and Proprietary Information

- 3.1 All information stored on the Shire of Christmas Island's corporate systems should be regarded as confidential and care must be exercised before sharing or distributing any information. If there is any uncertainty regarding the level of confidentiality involved then employees should consult their supervisor or manager for guidance;
- 3.2 Passwords should be kept secure and accounts must not be shared. Authorised users are responsible for the security of their passwords and accounts. Passwords should be changed in accordance with *AD 10 – Network Security Management Policy*.
- 3.3 All devices connected to the Shire of Christmas Island's computing systems/networks, regardless of ownership, must be running approved and up to date virus-scanning software; and
- 3.4 People must use caution when opening files received from unknown senders.

4.0 Unacceptable Use

- 4.1 The information in this policy provides a framework for activities which fall into the category of unacceptable use, but do not represent an exhaustive list.



- 4.2 Under no circumstances is any user authorised to engage in any activity that is illegal under local, state, federal or international law while connected to or utilising Shire of Christmas Island ICT systems or resources.

5.0 System and Network Activities

5.1 The following activities are not permitted:

- a) Violations of the rights of any person or company/organisation protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the duplication, installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the Shire of Christmas Island or the end user;
- b) Unauthorised copying or digitising of copyrighted material and the installation of any copyrighted software for which the Shire of Christmas Island or the end user does not have an active license;
- c) Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws. The appropriate manager should be consulted prior to export of any material where status is in unclear;
- d) Introduction of malicious programs or code into the network or onto devices connected to the network;
- e) Revealing your account password to others or allowing use of your account by others;
- f) The Shire of Christmas Island 's equipment is not be used for the downloading or distribution of any material that could be considered as offensive. If a user receives such material they should notify their manager and also the ICT Team;
- g) Making fraudulent offers of products, items, or services, or running private business interests via any Shire of Christmas Island equipment, device or account; and
- h) Undertaking private work on SOCI ICT equipment or network, including using personal devices with SOCI wifi access; and
- i) Using the system in a way that could damage or affect the performance of the network in any way.



6.0 Email and Communications Activities

6.1 The following activities are not permitted:

- a) Except in the course of normal business notifications, sending or forwarding unsolicited electronic messages, including the sending of "junk mail" or other advertising material, jokes, or chain communication to individuals who did not specifically request such material;
- b) Any form of harassment via electronic/ICT means;
- c) Unauthorised use, or forging, of email header information;
- d) Solicitation of communication for any other electronic address, other than that of the poster's account, with the intent to harass or to collect replies;
- e) Creating or forwarding "chain letters" or "pyramid" schemes of any type;
- f) Use of any of the Shire of Christmas Island 's network or systems for the purpose of generating unsolicited communications;
- g) Providing information about, or lists of the Shire of Christmas Island 's employees to parties outside Shire of Christmas Island or to personal email addresses;
- h) Communicating in a manner that could adversely affect the reputation or public image of Shire of Christmas Island ; and
- i) Communicating in a manner that could be construed as making statements or representations on behalf of Shire of Christmas Island without the Shire of Christmas Island 's express permission to do so.

6.2 Users should also endeavor to clean out their Inbox, Sent Items, Deleted Items and other email boxes on a regular basis, by either deletion or saving in the central record system. A size limit per mailbox may be implemented to ensure that the system is functioning optimally.

The ICT Officer is to assist staff in managing the back-up of Outlook mailboxes if requested.

7.0 Remote Access

7.1 Users with remote access should be reminded that when they are connected to the Shire of Christmas Island 's network, their machines are an extension of that network, and as such are subject to the same rules and regulations that apply to the Shire of Christmas Island 's



corporate equipment and systems. That is, their machines need to connect and communicate reliably with the Shire of Christmas Island's network and servers to ensure the security and integrity of data and records.

- 7.2 Users are reminded of the following conditions relating to remote access to the Shire of Christmas Island's system:
- j) Family members must not violate any of the Shire of Christmas Island's policies, perform illegal activities, or use the access for outside business interests;
 - k) The device that is connected remotely to the Shire of Christmas Island's corporate network should be secure from access by external non-Shire of Christmas Island parties and should be under the complete control of the user;
 - l) The use of non-Shire of Christmas Island email accounts (e.g. Yahoo, Hotmail, Gmail etc.) or other external resources is not permitted for the conduct of Shire of Christmas Island business, thereby ensuring official business is not confused with personal business; and
 - m) All devices (whether personal or corporate) connected to the Shire of Christmas Island's networks via remote access technologies should have up-to-date anti-malicious-code software.

8.0 Provision and Use of Mobile Phones and Information/ Communication Devices

- 8.1 Some people will be supplied with a laptop/ mobile phone and/or other mobile computing device if it is deemed necessary to their position. All devices supplied remain the property of the Shire of Christmas Island.
- 8.2 Where the device includes a digital camera, users are to use the technology in a sensible manner. A failure to do so may lead to disciplinary action including possible termination of employment. Employees may also be held criminally liable for their actions.
- 8.3 It is unlawful for drivers to operate a mobile phone and/or other mobile computing device whilst driving. Phone calls may otherwise be made or received providing the device is accessible while mounted/fixed to the vehicle or does not need to be touched by the user. An employee who operates a mobile phone and/or other mobile computing device whilst driving may face disciplinary action including possible termination of employment. Employees may also be held criminally liable for their actions.



9.0 Consequences of Breaching This Policy

- 9.1 Any user found to have breached this policy may be subject to disciplinary action including possible termination of employment. The Shire of Christmas Island may also be obligated to refer any breach of this policy to an external agency where an employee may be held criminally liable for their actions.
- 9.2 Private/personal or unauthorised use of corporate ICT systems and/or devices may result in the user being obligated to pay any extra costs incurred.

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1	Approved		Chris Su	XX/23			



Statement of Understanding

I confirm that I have received a full copy of the **Shire of Christmas Island** 's ICT Use Policy, and I understand that that I must comply with the terms and conditions contained within it. I acknowledge that a copy of this signed Statement of Understanding will be filed in my personnel files with human resources.

Please do not sign this document unless you fully understand the contents and requirements.

Person's Printed Full Name

Person's Signature

Date

Please forward signed copy to the Human Resources Team.

Related Corporate Documents

- Code of Conduct for Employees (accessible from <https://www.shire.gov.cx/shire-policies>, in the Common Drive directory or a physical copy upon request to the front desk)

Administration 8 - ICT Business Continuity

1. Overview

The ability for the Shire of Christmas Island to in-house facilitate its back up/restoration processes is business critical in remote Australia. The Shire notes that destruction or otherwise loss of ICT equipment will take weeks to months to replace with shipping, hence the AD7 policy will require the Shire to follow procedures suited to remoteness to ensure the best ICT Business Continuity possible.

ICT Business Continuity is defined as ability to continue to access Outlook, Synergy, MEX and other platforms the Shire may be subscribed to or have acquired from time to time. It also covers the ability to access stored electronic archives.

2. Policy Statement:

- 2.1 To provide optimal back up/restoration facilities and procedures to ensure ICT business continuity for the Shire of Christmas Island.

3. Server Data Back Up Procedures:

3.1 Definition –

A Server Data Back Up ensures a snapshot capture of all data on the servers including data in Synergy, MEX and Outlook.

It enables the IT section to revert to the back-up date all the files and other data captured at that specific time. It cannot 'undo' individual instances of data loss, rather it is a point of reset for the entire data store of the network to a specific time.

It is the primary line of defence against disaster.

- 3.2 The Director for IT shall ensure a supply of daily back-up tapes suited to the present server technology is available to the Shire at all times.
- 3.3 The Director for IT shall ensure back-up of the servers daily at the same set-time. Director is to make network users aware of the set-time for this planned action.
- 3.4 The Director for IT shall transport the back-up tapes to place of residence where they will be stored in a fire-proof box the Shire shall install and provide.
- 3.5 The back-up tapes shall be utilised on a rotating weekly basis.

4.0 UPS Back-Up Procedures

- 4.1 The Director of IT shall ensure sufficient Uninterruptible Power Supply (UPS) units are available for all terminals and other ICT assets that require protection.
- 4.2 The IT section will manually install and inspect the UPS units across the network and ensure users have their devices connected correctly.
- 4.3 The IT section to conduct annual inspection of UPS units across the network to ensure their condition is acceptable. In the event of a major power failure or local electrical surge or similar, the IT section will carry out an inspection and report back to the Director of IT their findings.

5.0 Outlook Data Back-Up Procedures

- 5.1 As per the AD7 Shire ICT Policy, users are to keep their Outlook inboxes and sent boxes backed up regularly.

The IT section is to assist network users once a year to ensure their Outlook mail is backed up onto their staff drive on the common server.

6.0 Restoration Procedures:

- 6.1 Restoration is required when data loss occurs on the servers or network. The Director of IT will be responsible for restoring data loss through use of back-up tapes or other archive technology that the Shire may engage in from time to time.

The procedure to keep the back-up tapes secure are in *AD 7 – SOCI ICT Policy*.

7.0 Cold Stand-by Facilities:

- 7.1 There are several hardware facilities essential to the operation of the ICT systems in the present 2023 network design.

- a) Storage Area Network (SAN) unit
- b) Physical server

- 7.2 Additional backups of these facilities are kept at the George Fam Centre new in boxes. In the event of a physical failure of the operational units, the IT section is to install the backup units after verifying the operational units are beyond salvaging.

- 7.3 The Director of IT will then replace the backup units with a new backorder of the same unit at the nearest possible time.

The Director of IT is to inform the CEO and Director of Finance of the timeline of expected replacement

- 7.4 The IT section is to make recommendations to the Director of IT for the acquisition of spares necessary to maintain the cold stand-by facilities needed for the network design in effect.

8.0 Emergency Temporary Access – ‘Break Glass password’

- 8.1 In recognition of the need to grant emergency temporary access in the event the IT section is unable to provide, the following procedures will guide the emergency temporary access process.
- a) The IT Officer is to handwrite the passwords for all network management systems and seal in an envelope. The envelope will be signed by the CEO, IT Officer and Director of IT across the seal and dated.
 - b) The CEO will affix the Shire seal and record the affixation of the seal in the Shire seal ledger with date.
 - c) The envelope will be placed in the Shire’s safe.
 - d) In the event that the CEO, or Acting CEO, cannot reach the Director of IT or the IT Officer and have no foreseeable way of doing so, the CEO and one other Director level staff member may open the signed envelope and report as such at the next Council Meeting.

Both CEO and the Director accompanying the CEO in the opening of the seal must take all care that the passwords do not leak to non-authorised parties.

- e) When the IT section is back on duty, they will change the passwords for the necessary network management systems. Repeat from Step A.

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1	Approved		Chris Su	XX/23			

Administration 9 – Change Documentation Management

1. Policy Statement:

- 1.1 Consistent record keeping of the decisions made in the IT section will assist management in ensuring outcomes are achieved against recommendations.

Requests for certain IT actions will be logged along with records of whom approved the request and the outcomes of any testing made.

These will be stored in the IT Officer Log.

2.0 IT Officer Log

- 2.1 The IT Officer will keep a manual log in which he will document all changes made to the IT infrastructure in chronological order.
- 2.2 The Director of Governance shall initial and date each completed page in the IT Officer Log.
- 2.3 Each completed page signed by the Director of Governance shall be scanned and stored in record keeping with the records officer.

Example -

Date of Request	System	Officer Requesting	Request	IT Officer notes and Level of ICT change	Authorising Officer and their initials	Signature and date of Requesting Officer on completion
3.1.23	Asus Laptop	Chris Su	Install VPN access to be able to remotely access the server and outlook emails	Operational. Requires assistance from NEC to create VPN. Laptop will be down for at least a week.	Director of IT <i>Gan SH</i> <i>4.1.23</i>	<i>Chris Su</i> <i>10.1.23</i>

3.0 Level of ICT Change Chart

The Shire classifies four levels of ICT Changes from Administrative, Operational, Systems Level to Infrastructure Critical being the most drastic level of change. The IT Officer is to give each logged the appropriate classification in their notation in the IT Officer Logbook.

Level of ICT Change	Description	Example	Authority	IT Log requirement
Administrative	Routine tasks that do not net add or remove hardware or software to a work area.	Updating printer drivers Troubleshooting software Replacing monitor/keyboard/mice Connecting video-conference equipment	IT Officer	Optional
Operational	Tasks that require installation of minor hardware or any software beyond what the work area currently has.	Installing a new platform for records management, billing, HR, etc. Replacement of outdated hardware or peripherals with updated equipment.	Director of IT	Mandatory
Systems Level	Major IT changes outside the server room.	Issuing of a desktop/NUC units to staff. Installation of new printer systems, copiers and other office assets.	Director of IT	Mandatory
Infrastructure Critical	Physical replacement of major network	The replacement or retirement of any hardware in the server	CEO and Director of IT	Mandatory

	design components.	room. The replacement or retirement of any of the airspan or wifi assets on Council property. All changes to the network above Systems Level.		
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1	Approved		Chris Su	XX/23			

Administration 10 – Network Security Management

Overview

Regular system updates and patching provides a mechanism for the Shire of Christmas Island to manage and protect hardware and software from security and functional issues. System updates can take the form of firmware, software, or physical hardware updates relevant to any vulnerabilities in a particular piece of hardware, software or system appliance.

The Shire considers the updates from the software service provider's security teams to be the most effective and reliable means of ensuring that the Shire's systems are kept safe from vulnerability.

This policy defines methods and procedures used to determine what updates should be applied and timing of the updates. The following areas shall be monitored and addressed when performing system updates.

1. Purpose

- 1.1. This policy establishes the process for protecting assets and employees from security vulnerabilities. This policy provides procedures and supports for how updates are to be performed for all hardware and software.

2. Scope

- 2.1 This policy applies to all Shire staff, users, and contractors that create, deploy, or support information technology for the Shire of Christmas Island.

3. Policy

- 3.1 The IT Section will ensure that all systems level security updates available to the platforms and operating systems that the Shire owns, leases or otherwise have operating on our network are updated when they become available.
- 3.2 All updates are to be logged in the IT Officer Logbook under the Software Security Updates register.

3.3 UPDATE MONITORING

- 3.3.1 Several types of system updates shall be monitored from hardware and software perspectives:
 - a) BIOS, Firmware, and other component flash memory in appliances and computers
 - b) Operating systems and key management utilities
 - c) Productivity and application software updates
 - d) Miscellaneous utility software updates (e.g. Flash, Adobe Reader)
- 3.3.2 The Shire's IT section shall use the following mechanisms to assess requirements and the necessity for Shire's hardware and software updates:

- A) Review of posted security flaws and patches for each type of hardware and software updates applicable to the system. These reviews include industry alerts, vendor notifications, or security threat notifications. If automatic update ability is available, it should be compared to the listing of posted updates to be sure it is accurate.
- B) Automatic scanning to determine available updates and patch status of the system or application.

3.3.3 The IT Officer shall ensure regarding patches and updates that they -

- a) Determine appropriate patch or configuration changes for systems and applications. Updates shall be checked no less than weekly to determine whether any new updates are required.
- b) Manage a regular patching and update schedule Shire-wide that ensures all appropriate hardware, appliances, and software is checked for functional and security updates.
- c) Ensure that patch and configuration change management works as designed and desired without causing other disruptions. Where possible, a test environment shall be used to validate and assess patch viability in the pre-production environment.
- d) Prioritize and schedule updates and patches.
- e) Maintain logs of machine patching and schedules logged in the IT Officer Logbook under the Software Security Updates register.
- f) Execute appropriate Shire-wide communication to advise when patching systems.

3.4 UPDATE PREPARATION

3.4.1 Shire systems personnel shall do requisite research and testing prior to applying updates. In general, the following should be well understood before approving and applying updates:

- a) The addressed vulnerability
- b) Previous patches or required system updates
- c) Programs affected by the change
- d) Problems that may result as a result of the change
- e) Procedures to back out or undo the change
- f) All updates rolled out on Shire's systems are logged in the IT Officer Logbook under the Software Security Updates register
- g) Where possible, new patches shall be tested in a controlled test environment that mimics the production infrastructure before they are applied. This is mandatory for enterprise applications and services where outage would cause significant organizational or ratepayer impact.

- h) Staff shall ensure that backups exist of applications and data prior to installing a patch or update. Each server shall have documentation that identifies the list of applications running on the device and a patch history in the IT Officer Logbook.

3.5 APPLYING UPDATES

- 3.5.1 System-wide updates shall be performed on a schedule approved by the IT Officer.

Updates may be performed manually, using administrative tools, or automatically using vendor or internally provided vehicles.

- a) All workstations and user systems/application (as applicable) shall have current operating system and application versions. These systems shall be patched on a regular basis as established by the IT Officer.
- b) Server and enterprise application updates shall be performed by the IT Officer after the update has been tested in a non-production environment if possible.

4. Audit Controls and Management

- 4.1 On-demand documented procedures and evidence of practice should be in place for this operational policy. This will primarily be managed through the IT Officer's Logbook records and include;
 - a) Historical change management documentation as it applies to patch management processes, procedures, and protocols
 - b) Evidence of ongoing compliance with patching procedures including any test environments, any correspondence with software vendors, and similar.

5. Remote Access

- 5.1 The Shire in principle will not grant remote access to any outside organization.
- 5.2 Where a request to the Shire is received to do so, it must be approved by the CEO and Director of IT. The IT Officer will then be tasked to grant the third party access for a sunset period as defined by the CEO. The IT Officer will also log these requests and the outcome in the IT Officer Logbook.
- 5.3 Staff who require access to work emails and server access on laptops, mobile phones or other smart devices may write to the IT Officer for access. The IT Officer will record these requests as 'Operational' under the *AD 9 Change Management Policy* which will require approval by the Director of IT.

6. Wireless Networking

- 6.1 All requests for a personal communication device to be connected to the wifi network must be made to the IT Officer and approved by the CEO. Each device is to be logged with the IT Officer and the date of c

connection, staffer and device name is to be recorded. There may only be one personal device connected per person. The IT Officer will record these requests as 'Operational' under the *AD 9 Change Management Policy* which will require approval by the Director of IT.

- 6.2 Councillors, management and staff may request for connection. Contractors and visitors will generally be granted temporary wifi network access via the IT officer desk.
- 6.3 All persons who request their personal communication device connected to the wifi network must sign the SOCI Internet Fair Use Agreement. Users will agree to only use wifi access for the minimum of personal use such as online banking and payment of bills.

7. Password Management

7.1 User Network Passwords

Passwords for Shire network access must be implemented according to the following guidelines:

- Passwords must be changed every 90 days
- Passwords must adhere to a minimum length of 10 characters
- Passwords must contain a combination of alpha, numeric, and special characters, where the computing system permits (!@#%&* _+=?/~',;<>|\).
- Passwords must not be easily tied back to the account owner such as:
 - Actual name
 - Birth date

7.2 System-Level Passwords

All system-level passwords must adhere to the following guidelines:

- Passwords must be changed at least every 6 months
- All administrator accounts must have 12 character passwords which must contain three of the four items: upper case, lower case, numbers, and special characters.
- Non-expiring passwords must be documented listing the requirements for those accounts. These accounts need to adhere to the same standards as administrator accounts.
- Administrators must not circumvent the Password Policy for the sake of ease of use.

Please refer to AD 6 – 8 ICT Business Continuity "Emergency Temporary Access" for the break-glass provisions for emergency password management.

8. Document Control Box

Version	Approved, Amended, Rescinded	Date	Officer	Resolution number	Key changes/notes	Next Review date	File Ref No.
1	Approved		Chris Su	XX/23			

Administration 11 – Server Room Management

Overview

The Shire's Server Room is a sensitive work-area containing the server and electronic archive records for the Council. The IT Section will be responsible for operationalizing this policy and provide recommendations to management to update the policy for best server room management practices.

1. Purpose

- 1.1. This policy establishes the guidelines for access to the server room, fire risk management and environmental management to best ensure longevity of the hardware.

2. Scope

- 2.1 This policy applies to all Shire staff, users, and contractors that create, deploy, or support information technology for the Shire of Christmas Island.

3. Access Policy

- 3.1 The only staff member permitted to enter the server room is the IT Officer. The IT Officer will be the sole staff member allocated with a key.
- 3.2 There shall be two keys only for the server room; one with the IT Officer and one with the CEO.
- 3.3 The IT Officer may request the assistance of fellow staff in the server room only when they are present either in person or by phone to assist if the IT Officer is off-site.
- 3.4 No non-Shire staff are permitted to be in the server room without direct supervision by the IT Officer. This includes contractors and maintenance personnel.

4. Fire Risk Management

- 4.1 Fire extinguishers shall be kept ready in the vicinity of the server room. These extinguishers will be checked as needed and kept valid in readiness as required.
- 4.2 Records of the fire extinguisher safety checks shall be kept by the Building and Health section of the Shire.

5. Environmental Management

- 5.1 The Shire shall ensure that the air-conditioning units in the server room remain in working order.
- 5.2 Should the air-conditioning facility fail without the ability to be repaired, it must be replaced entirely as soon as possible.

6. Physical Security

- 6.1 The door to the server room will be locked at all times.
- 6.2 The doors leading to the finance section will be locked after the office closes for the day; similarly the building itself will be secured at the end of the day.

Document Control Box

Version	Approved, Amended, Rescinded	Date	Officer	Resolution number	Key changes/notes	Next Review date	File Ref No.
1	Approved		Chris Su	XX/23			



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.2.1
SUBJECT	Schedule of Accounts – January/February 2023
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	3.1.14
INTEREST DISCLOSURE	None
DATE OF REPORT	10 March 2023
AUTHOR	Wei Ho, Assistant Director of FCS
SIGNATURE OF AUTHOR	SIGNED
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

That Council approves the expenditure as presented in January and February 2023 Schedule of Accounts

BACKGROUND

The Local Government Act 1995 (WA)(CI) requires Council to maintain a Municipal Fund, a Reserve Fund and a Trust Fund and to manage and report on these accounts in accordance with this Act and Regulations.

Outstanding creditors as at 28 February 2023: **\$ 95,625.27**

COMMENT

A schedule of accounts is attached to this report, setting out expenditure from the Municipal and Trust Funds. This report is provided in compliance with the Act and Regulations.

STATUTORY ENVIRONMENT

Section 6.10 of the Local Government Act 1995 (WA)(CI) authorizes payment from Municipal and Trust Funds.

Regulation 12 of the Local Government (Financial Management) Regulations 1996 requires a local government to compile a list of Creditors each month.

Regulation 13 of the Local Government (Financial Management) Regulations 1996 requires that if a Local Government has delegated to the CEO the exercise of its power to make payments from the Municipal Fund or the Trust Fund, the CEO is to compile each month a list of accounts paid since the last payment such list was prepared.

POLICY IMPLICATIONS

There are no significant policy implications arising from this matter. The CEO is to ensure that all expenditure incurred is in accordance with the Annual Budget and any approved variations.

FINANCIAL IMPLICATIONS

The financial implications arising from expenditure from the Municipal, Reserve and Trust funds are reported on a monthly/quarterly basis to Council via Financial and cash flow statements in accordance with the Act and Regulations.

STRATEGIC IMPLICATIONS & MILESTONES

Objective 1 of the Government Environment is to “Provide good governance in line with the requirements of the Local Government Act and the culture of the Island”. Objective 4 of the same Environment is to “Effectively manage the resources of the Shire in line with the objectives of the Strategic Plan”.

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS

10.2.1.1 Certification of CEO and Chairperson of the Meeting.

10.2.1.2 Schedule of Accounts – January & February 2023

“Pursuant to s 5.25 (j) of the Local Government Act, and Regulation 14 (2) of the Local Government (Administration) Regulations, this attachment is not available to the public.”



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.2.2
SUBJECT	Financial Statements – February 2023
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	3.1.14
INTEREST DISCLOSURE	None
DATE OF REPORT	9 th March 2023
AUTHOR	Wei Ho, Assistant Director of FCS
SIGNATURE OF AUTHOR	SIGNED
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

That Council receives the Financial Statements of February 2023 for the Municipal Fund.

BACKGROUND

The Local Government Act 1995 (WA)(CI) requires the local government to prepare a monthly or a quarterly financial report in accordance with this Act, Financial Regulations and other relevant legislation.

COMMENT

A monthly or a quarterly financial report is attached to this report, setting out expenditure from the Municipal and Trust Funds. This report is provided in compliance with the Act and Regulations. Also included is a status report on Asset Acquisition expenditure for the period.

STATUTORY ENVIRONMENT

Section 6.4 of the Local Government Act 1995 (WA) (CI) requires a local government to prepare a financial report.

Regulation 34 of the Local Government (Financial Management) Regulations 1996 requires a local government to prepare a monthly or a quarterly financial report.

Regulation 35 of the Local Government (Financial Management) Regulations 1996 requires the local government to prepare the quarterly report in the form as set out.

POLICY IMPLICATIONS

There are no significant policy implications arising from this matter. Each Manager and the CEO are to ensure that the expenditure is incurred in accordance with the Annual Budget and or any variations as approved.

FINANCIAL IMPLICATIONS

The financial implications arising from expenditure from the Municipal and Trust funds are reported on a monthly/quarterly basis to Council via Financial and cash flow statements in accordance with the Act and Regulations.

STRATEGIC IMPLICATIONS & MILESTONES

Objective 1 of the Government environment is to “Provide good governance in line with the requirements of the Local Government Act and the culture of the Island”. Objective 4 of the same Environment is to “Effectively manage the resources of the Shire in line with the objectives of the Strategic Plan”.

VOTING REQUIREMENTS

A simple majority is required.

ATTACHMENTS

10.2.2.1 Financial Statements - Municipal Fund 28 February 2023.

SHIRE OF CHRISTMAS ISLAND

STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2022 TO 28 FEBRUARY 2023

FM Reg 34
FM Reg 22 (1)(d)

		NOTE	28 February 2023 Y-T-D Actual \$	28 February 2023 Y-T-D Budget \$	2022/23 Amended Budget \$	Variances Budget to Actual Y-T-D %
Operating						
Revenues/Sources						
General Purpose Funding	3	1	7,195,220	4,697,923	7,046,885	15.32%
Governance		2	21,464	3,333	5,000	543.9%
Law, Order, Public Safety		3	477	600	900	
Health		4	13,863	12,967	19,450	
Welfare		5	1,384	7,319	10,979	
Housing		6	9,990	10,667	16,000	
Community Amenities		7	821,535	519,155	778,732	58.2%
Recreation and Culture		8	55,631	110,067	165,100	
Transport		9	763,997	155,427	233,141	
Economic Services		10	22,464	21,653	32,480	
Other Property and Services		11	21,267	9,427	14,140	125.6%
			8,927,293	5,548,538	8,322,807	
(Expenses)/(Applications)						
General Purpose Funding	3	12	(102,621)	(108,295.33)	(162,443)	12.1%
Governance		13	(695,586)	(620,558.00)	(930,837)	
Law, Order, Public Safety		14	(131,977)	(162,486.67)	(243,730)	
Health		15	(84,140)	(119,586.00)	(179,379)	
Welfare		16	(376,798)	(475,827.33)	(713,741)	
Housing		17	(123,451)	(127,225.33)	(190,838)	
Community Amenities		18	(1,041,676)	(1,452,846.67)	(2,179,270)	
Recreation & Culture		19	(1,269,267)	(1,788,541.33)	(2,682,812)	
Transport		20	(2,631,786)	(3,144,150.67)	(4,716,226)	
Economic Services		21	(95,155)	(159,198.00)	(238,797)	
Other Property and Services		22	(838,585)	(397,848.67)	(596,773)	
			(7,391,043)	(8,556,564.00)	(12,834,846)	
Adjustments for Non-Cash (Revenue) and Expenditure						
Profit/(Loss) on Asset Disposals	3	23	0	0	0	
Leave Accruals		24	0	0	0	
Movement in accrual interests			0	0	0	
Depreciation on Assets		25	1,058,546	1,472,200	2,208,300	
Capital Revenue and (Expenditure)						
Purchase Property, Plant & Equipment	3	26	(191,199)	(358,667)	(538,000)	
Purchase Infrastructure Assets - Roads		27	(684,532)	(834,140)	(1,251,210)	
Proceeds from Disposal of Assets		28	0	-	0	
Transfers to Reserves (Restricted Assets)		29	0	(671,485)	(1,007,228)	
Transfers from Reserves (Restricted Assets)		30	0	266,667	400,000	
Grants		31	1,148,006	1,267,646	1,901,469	9.1%
			-	-	-	
ADD Net Current Assets July 1 B/Fwd	1		45,422	687,287	1,030,930	
LESS Net Current Assets Year to Date	1		4,298,199	-	-	
Amount Raised from Rates			(1,750,843)	(1,178,519)	(1,767,778)	

FM Reg 32(d)

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

SHIRE OF CHRISTMAS ISLAND
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY 2022 TO 28 FEBRUARY 2023

28 February
2023
Actual
\$

Brought
Forward
01-Jul
\$

Note 1.

NET CURRENT ASSETS

FM Reg 34 (2)(a) **Composition of Estimated Net Current Asset Position**

CURRENT ASSETS

Cash - Unrestricted	4,901,963	1,797,550
Cash - Restricted	4,818,699	4,754,001
Receivables	250,986	174,357
Inventories	554,109	547,730
Other Financial Assets	30,794	29,098
	10,556,551	7,302,736

LESS: CURRENT LIABILITIES

Payables and Provisions	(1,439,653)	(2,503,313)
	9,116,898	4,799,423
Less: Cash - Reserves - Restricted	(4,818,699)	(4,754,001)
Less: Cash - Restricted/Committed		0
NET CURRENT ASSET POSITION	4,298,199	45,422

Note 2.

CURRENT RATIO

Current Assets	10,556,551	7.33 : 1
Current Liabilities	1,439,653	

QUICK RATIO

Current Assets - (Restricted Assets + Inventories)		
Current Liabilities		
10,556,551 - (4,818,699 + 554,109)		3.60 : 1
1,439,653		

Ratios greater than one indicates that Council has sufficient current assets to meet its short term current liabilities.

SHIRE OF CHRISTMAS ISLAND
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY 2022 TO 28 FEBRUARY 2023

Note 3.

VARIANCES

FM Reg 34 (2)(b) **Variances greater than 10% and \$ 10,000 were due to:**

OPERATING REVENUE		
General Purpose	15.3% above budget estimate	due to increase in FAG payment.
Comm Amenities	58.2% above budget estimate	due to Commercial Garbage Quarterly Charges For DOIRC
Governance	543.9% above budget estimate	Reimbursement for Employee Incentive training scheme & pay parental leave, water
Other Property Services	125.6% above budget estimate	subsidy for splash pad & reimbursement damage of Shire vehicle.
		sale of single axle trailer not budgeted
OPERATING EXPNDITURE		
Governance	All Programs Under Budget	
Other Property Services		
CAPITAL INCOME		
Grants	9.1% Below budget estimates	within margin
CAPITAL EXPENDITURE		
Property,Plant & Equipment	Well under budget	
Infrastructure Assets	Well under budget	

SHIRE OF CHRITMAS ISLAND
ASSET ACQUISITION

FOR THE PERIOD ENDED 28 February 2023

	2022/23 Budget \$	Actual to 21/3/23	Variance
LGA S6.2 (4)			
GOVERNANCE			
Plant & machinery	0		0
Furniture & equipment	73000	81203	-8203
HOUSING			
Buildings	130000	86230	43770
COMMUNITY AMENITIES			
Plant & machinery	10000	0	10000
Furniture & equipment	5000	0	5000
RECREATION & CULTURE			
Plant and machinery	0	0	0
Furniture & equipment	25000	8802	16198
Buildings	0	0	0
TRANSPORT			
Buildings	0	0	0
Roads and transport - infrastructure	1251210	615513	635697
Plant & machinery	250000	92059	157941
Furniture & equipment	110000	10908	99092
ECONOMIC SERVICES			
Buildings	0	0	0
Plant & machinery	35000	0	35000
Furniture & equipment	0	0	0
OTHER PROPERTY & SERVICES			
Furniture & equipment	0	2252	-2252
Total	1889210	896967	992243
By Class			
Buildings	130000	86230	43770
Roads and transport - infrastructure	1251210	615513	635697
Plant and machinery	295000	92059	202941
Furniture and equipment	213000	103165	109835
Total	1889210	896967	992243



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.2.3
SUBJECT	Write off Of Bad Debts
LOCATION/ADDRESS/APPLICANT	
FILE REFERENCE	
INTEREST DISCLOSURE	Nil
DATE OF REPORT	10 March 2023
AUTHOR	Kevin Wilson, Acting DFA
SIGNATURE OF AUTHOR	SIGNED
SIGNATURE OF CEO	SIGNED

RECOMMENDATIONS

That Council writes off several bad debts totaling \$68,700 as they have been outstanding for over 1163 days and longer with the largest debt of \$67,623 being outstanding for 3593 days nearly 10 years

BACKGROUND

These debtors have been outstanding for well over the normal debt management timeline and in fact the **auditors have recommended that these debts be written off out of the financial statements as there does not appear to be any chance of recovery and it is not financially prudent to continue carry these as a debtor**

COMMENT

The debtors in question are as follows:

- Kau Boong - \$ 67623.00 days outstanding 3593
- Dentsu X Australia – \$832.00 days outstanding 1827
- CI Grazing - \$ 245.00 days outstanding 246

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Immediate loss of revenue totaling \$68,700 but clearing these bad debts from the general ledger is good financial practice. If in the event these individuals of businesses have new business with the Shire these debts can be reactivated.

STRATEGIC IMPLICATIONS & MILESTONES

Nil

VOTING REQUIREMENTS

Simple Majority

ATTACHMENT

10.2.3.1 - Aged Debtors Trail Balance

Debtors Trial Balance									
As at today		10.12.2022		09.01.2023		08.02.2023		10.03.2023	
Debtor #	Name	Credit Limit	Age		GT 60 days	GT 30 days	Current	Total	
			GT 90 days	Of					
			Oldest Invoice (90Days)						
SH007	ARMADA ACCOUNTANTS & ADVIS		0.00	0		168.00	0.00	168.00	
CC001	C I Daycare Centre		0.00	0	24/12	0.00	0.00	88.00	
CI010	C I Phosphates	1232.00	157			510.60	0.00	1742.60	
CM001	C I Supermarket & Evercrow	484.00	610	20/10		0.00	0.00	836.00	
GR004	CI Grazing	245.00	246			0.00	0.00	245.00	
0002	DITRDC&A	0.00	0			0.00	2252.50	2252.50	
HO002	DITRDC&A	0.00	0			0.00	236.00	236.00	
MP002	Dentsu X Australia	832.00	1827			0.00	0.00	832.00	
DA004	Department of Argiculture	113.00	829	15/11		0.00	0.00	113.00	
TR006	Department of Transport	0.00	0			236.00	0.00	236.00	
GR001	Gregory CI Maintenance	0.00	0			0.00	34408.60	34408.60	
IOT002	Indian Ocean Territories R	0.00	0			0.00	76.00	76.00	
IP002	Island Pharmacy	0.00	0		264.00	0.00	0.00	264.00	
BO001	Kau Boong	67623.00	3593		0.00	0.00	0.00	67623.00	
LA002	Legal Aid	0.00	0		0.00	0.00	531.00	531.00	
CP038	Metro Enterprise Pty Ltd	0.00	0		176.00	0.00	0.00	176.00	
RD003	Minister for Regional Deve	472.00	149	15/11	0.00	0.00	0.00	472.00	
NG002	NICOLA JANE GRIFFITHS	0.00	0		0.00	0.00	2200.00	2200.00	
0041	Parks Australia (Aust Nat'	0.00	0		0.00	0.00	472.00	472.00	
CR001	Philip David Leslie	1572.00	143	15/11	0.00	0.00	0.00	1572.00	
SE004	Sea Eye Group	0.00	0		704.00	0.00	0.00	704.00	
SV001	Seaview Fish & Chips	88.00	157	15/11	88.00	0.00	0.00	176.00	
SC002	Serco	1588.52	92	15/11	5728.79	0.00	100723.22	108040.53	
CI003	Softstar Pty Ltd	504.00	1163		0.00	0.00	0.00	504.00	
PL003	Source To Sea Pty Ltd	0.00	0		0.00	0.00	858.00	858.00	
SS001	Sports Surfaces	3997.32	248	15/11	0.00	0.00	0.00	3997.32	
PH001	The Pool Hall	176.00	157	15/11	0.00	0.00	0.00	176.00	
WC001	Water Corporation	0.00	0		0.00	0.00	13622.00	13622.00	
	Totals	78926.84			7400.79	914.60	155379.32	242621.55	



SHIRE OF CHRISTMAS ISLAND

SUBMISSION TO	Ordinary Council Meeting 21 March 2023
AGENDA REFERENCE	10.2.4
SUBJECT	Christmas Island - Compliance Audit Return (CAR) 2022
LOCATION/ADDRESS/APPLICANT	N/A
FILE REFERENCE	2.4.6
INTEREST DISCLOSURE	None
DATE OF REPORT	10 March 2023
AUTHOR	Wei Ho , Assistant Director of FCS
SIGNATURE OF AUTHOR	SIGNED
SIGNATURE OF CEO	SIGNED

RECOMMENDATION

Audit Committee review the Christmas Island-Compliance Audit Return (CAR) 2022 and present to council for adoption.

BACKGROUND

Between 1 January & 31 March Local government is to carry out an Audit of Compliance, covering the prior 1 January to 31 December period – and be reviewed by the Audit Committee and then adopted by Council. The Certified Compliance Audit Return (CAR) together with an extract of the Council Minutes where the CAR was adopted, is to be lodged in the Smart Hub portal by 31 March.

COMMENT

The Local Government Compliance Return is one of the tools available to assist Council to monitor how the organisation is functioning.

STATUTORY ENVIRONMENT

Section 7.13(i) of the Local Government Act 1995 (WA)(CI) requires the Council to carry out an audit of compliance.

POLICY IMPLICATIONS

There are no significant policy implications arising from this matter.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this matter

STRATEGIC IMPLICATIONS & MILESTONES

Objective 1 of the Government Environment is to “Provide good governance in line with the requirements of the Local Government Act and the culture of the Island”. Objective 4 of the same Environment is to “Effectively manage the resources of the Shire in line with the objectives of the Strategic Plan”.

VOTING REQUIREMENTS

‘Absolute’ majority is required.

ATTACHMENT

10.2.4.1 Christmas Island - Compliance Audit Return 2022



Christmas Island – Compliance Audit Return

Commercial Enterprises by Local Governments				
No	Reference	Question	Response	Comments
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2022?	N/A	
2	s3.59(2)(b) F&G Regs 7,8A, 8, 10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2022?	N/A	
3	s3.59(2)(c) F&G Regs 7,8A, 8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2022?	N/A	
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2022?	N/A	
5	s3.59(5)	During 2022, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	

Delegation of Power/Duty				
No	Reference	Question	Response	Comments
1	s5.16	Were all delegations to committees resolved by absolute majority?	Yes	
2	s5.16	Were all delegations to committees in writing?	Yes	
3	s5.17	Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?	Yes	
4	s5.18	Were all delegations to committees recorded in a register of delegations?	Yes	
5	s5.18	Has council reviewed delegations to its committees in the 2021/2022 financial year?	Yes	
6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?	Yes	



7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes	
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	N/A	
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2021/2022 financial year?	Yes	
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes	

Disclosure of Interest				
No	Reference	Question	Response	Comments
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	
2	s5.68(2) & s5.69(5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	
3	s5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?	Yes	
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	
5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2022?	Yes	
6	s5.77	On receipt of a primary or annual return, did the CEO, or the mayor/president, give written acknowledgment of having received the return?	Yes	

7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?	Yes	
8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?	Yes	
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?	Yes	
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?	Yes	
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	No	No gift received in 21/22
13	s5.89A(6)	When people cease to be a person who is required to make a disclosure under section 5.87A or 5.87B of the Local Government Act 1995, did the CEO remove from the register all records relating to those people?	Yes	
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A(6) Local Government Act 1995 been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	Yes	
15	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes	
16	s5.71A & s5.71B(5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A	



Department of
**Local Government, Sport
and Cultural Industries**

17	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?	No	
18	s5.104(1)	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates within 3 months of the prescribed model code of conduct coming into operation (3 February 2021)?	Yes	
19	s5.104(3) & (4)	Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the Local Government Act 1995?	Yes	
20	s5.104(7)	Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?	Yes	
21	s5.51A(1) & (3)	Has the CEO prepared and implemented a code of conduct to be observed by employee of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	Yes	

Disposal of Property

No	Reference	Question	Response	Comments
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?	Yes	
2	s3.58(4)	Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?	Yes	



Elections				
No	Reference	Question	Response	Comments
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?	N/A	no declaration of gifts made by candidates
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?	N/A	
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?	N/A	

Finance				
No	Reference	Question	Response	Comments
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Local Government Act 1995?	Yes	
2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Local Government Act 1995, did it do so by absolute majority?	Yes	
3	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2022 received by the local government by 31 December 2022?	No	Delays with audit due to errors made in 20/21 financial statement due to transfer of roads and incorrect treatment of revaluation of infrastructure asset.



4	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	N/A	Waiting on auditor opinions
5	s7.12A(4)(a) & (4)(b)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	Waiting on auditor opinions
6	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?	N/A	Waiting on auditor opinion
7	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June 2022 received by the local government within 30 days of completion of the audit?	N/A	Waiting on auditor opinions

Local Government Employees				
No	Reference	Question	Response	Comments
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	Yes	
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	N/A	
4	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A	
5	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	



Official Conduct				
No	Reference	Question	Response	Comments
1	s5.120	Has the local government designated an employee to be its complaints officer?	N/A	CEO is the complaints officer
2	s5.121(1) & (2)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a) of the Local Government Act 1995?	No	no complaint receive during 2022
3	S5.121(2)	Does the complaints register include all information required by section 5.121(2) of the Local Government Act 1995?	No	no complaint receive during 2022
4	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	No	no complaint receive during 2022

Tenders for Providing Goods and Services				
No	Reference	Question	Response	Comments
1	F&G Reg 11A(1) & (3)	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes	
2	s3.57 F&G Reg 11	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes	
3	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 of the Local Government Functions and General) Regulations 1996, required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with Regulation 14(3) and (4)?	Yes	



4	F&G Reg 12	Did the local government comply with Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	Yes	
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	Yes	
6	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes	
7	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	
8	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	Yes	
9	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	N/A	
10	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes	
11	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	Yes	
12	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	Yes	
13	F&G Reg 23(3) & (4)	Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	Yes	



Department of
**Local Government, Sport
and Cultural Industries**

14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	Yes	
15	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?	Yes	
16	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	Yes	
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?	N/A	
18	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	N/A	
19	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	No	
20	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	Yes	
21	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	Yes	
22	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	Yes	



Integrated Planning and Reporting				
No	Reference	Question	Response	Comments
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	15/06/2021
2	Admin Reg 19DA(1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	No	Review Corporate Business plan completed to be tabled at March 2023 council meeting
3	Admin Reg 19DA(2) & (3)	Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?	Yes	

Optional Questions				
No	Reference	Question	Response	Comments
1	Financial Management Reg 5(2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with the Local Government (Financial Management) Regulations 1996 regulations 5(2)(c) within the three financial years prior to 31 December 2022? If yes, please provide the date of council's resolution to accept the report.	No	Schedule to be done in 2023
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2022? If yes, please provide date of council's resolution to accept the report.	Yes	26/10/2023 OCM 26/10/2021 RES 95/21
3	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B of the Local Government Act 1995, were the disclosures made within 10 days after receipt of the gift? Did the disclosure include the information required by section	N/A	



Department of
**Local Government, Sport
and Cultural Industries**

		5.87C of the Act?		
4	s5.90A(2) & (5)	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	OCM 26/7/2022 Res 67/22
5	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?	Yes	
6	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	
7	s5.127	Did the local government prepare a report on the training completed by council members in the 2021/2022 financial year and publish it on the local government's official website by 31 July 2022?	Yes	
8	s6.4(3)	By 30 September 2022, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2022?	Yes	
9	s.6.2(3)	When adopting the annual budget, did the local government take into account all its expenditure, revenue and income?	Yes	

Chief Executive Officer

Date

Mayor/President

Date