



INDIAN OCEAN TERRITORIES
Regional Development Organisation
Australia

OUR COCOS (KEELING) ISLANDS **2030 STRATEGIC PLAN**

MARCH 2019

Welcome to Paradise

FOREWORD



The Cocos (Keeling) Islands are among the most beautiful and remote islands in Australia. The Islands have a proud history as the site of Australia's first naval victory in World War I and the courageous 1984 vote on self-determination.

The Cocos (Keeling) Islands are home to a welcoming, resilient and harmonious community that has a deep respect for its natural environment and embraces its cultural and linguistic diversity. This Strategic Plan reflects those values.

I congratulate the Indian Ocean Territories Regional Development Organisation and Mrs Natasha Griggs, the Administrator of the Cocos (Keeling) Islands, on this Strategic Plan. I am excited that the Plan has been delivered ahead of the 35th anniversary of self-determination. I thank the community, for engaging with its development and sharing your vision for the future.

This Strategic Plan creates a roadmap to achieve your aspirations. It sets out where you are now, where you want to be and how, as a community, you will achieve your goals. The Strategic Plan has a strong focus on community, on economic development, and on maintaining the pristine environment. Also of importance is its focus on education, social harmony, building tourism and creating jobs.

The Regional Development Organisation and the Administrator will lead the delivery of initiatives in the Strategic Plan. I ask that you continue to engage with them to build the future you want. I, and the Australian Government, are committed to working in partnership with you, the Administrator, the Regional Development Organisation and the Shire of the Cocos (Keeling) Islands to implement the Strategic Plan, and to realise the bright future of your islands.

The Hon Sussan Ley MP

Assistant Minister for Regional Development and Territories

Message from the Administrator and Chair of the Regional Development Organisation, Mrs Natasha Griggs

I am pleased that the Cocos community were enthusiastically involved in the development of this plan which has identified a number of priority actions for the islands.

My special thanks to the Shire of Cocos (Keeling) Islands for their strong leadership and ongoing support throughout the process of developing this Strategic Plan.

I would like to thank our consultants, C Change Sustainable Solutions Pty Ltd and Stump Jump Solutions, for their efforts in preparing an exciting practical plan for the community.

My gratitude also to my fellow Regional Development Organisation members whose contribution was invaluable. Thanks to Andrea Selvey, Rozi Iku, Isa Minkom, Rik Soderlund, Wendy Tempest, Eric Chong, Farzian Zainal, Chris Su, Gordon Thomson and Mark Bennett.

Thanks to my hardworking team Madi Signa, David Eizenberg and Marnie Bell for their contributions and support of this process.

I am delighted that this plan establishes a clear way forward for Cocos, identifying linkages with Christmas Island that encourage a more regional approach to the Indian Ocean Territories in terms of waste management and tourism.

The prospect of the Indian Ocean Territories being plastic free by 2030 is a very achievable goal that we should embrace. There are real opportunities for Cocos, in conjunction with Christmas Island, to expand its current tourism offerings into eco-tourism, specialised fishing charters and Muslim-friendly markets.

I believe the Cocos (Keeling) Islands are an undiscovered paradise with a unique multicultural character that needs preserving. I look forward to doing all I can as the Administrator to work towards us being a harmonious showcase community that embraces sustainable economic development.





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GLOSSARY

ABF	Australian Border Force
CKIDHS	Cocos (Keeling) Islands District High School
CITA	Christmas Island Tourism Association
CKITA	Cocos (Keeling) Islands Tourism Association
CKI	Cocos (Keeling) Islands
CRICOS	Commonwealth Register of Institutions and Courses for Overseas Students
DAWR	Department of Agriculture and Water Resources
DET	Department of Education and Training
DFAT	Department of Foreign Affairs and Trade
DIRDC	Department of Infrastructure, Regional Development and Cities
DoD	Department of Defence
DOEE	Department of Environment and Energy
EPBC Act	Environmental Protection and Biodiversity Conservation Act 1999
HACC	Home and Community Care
IOT	Indian Ocean Territories
IOGTA	Indian Ocean Group Training Association
KPIs	Key Performance Indicators
ONA	Office of Northern Australia
PA	Parks Australia
RDO	Indian Ocean Territories Regional Development Organisation
SDA	Service Delivery Arrangement
SOCI	Shire of Christmas Island
SOCKI	Shire of Cocos (Keeling) Islands
TA	Tourism Australia

We acknowledge and thank Rik Soderlund and Chris Bray Photography for permission to use the photographs included in this report.

COCOS (KEELING) ISLANDS, STRATEGIC PLAN 2030

The Cocos (Keeling) Islands truly are an Australian Paradise. This plan - Our Cocos (Keeling) Islands, Strategic Plan 2030 - is our Community's plan. It provides a road map to maximise community well-being in line with developing a prosperous, sustainable and diverse future for all within the Cocos (Keeling) Islands. The Plan has been led by the Indian Ocean Territories Regional Development Organisation (IOT RDO) in close collaboration with the Cocos (Keeling) Islands' community, as well as consultation with external service providers to the Islands, government agencies and political representatives.

Mission

The Mission of the Cocos (Keeling) Islands, Strategic Plan 2030, is to provide a unified pathway such that the Community's vision for the Islands can be achieved. As well as focussing on the Islands themselves, the plan discusses regional connections to the broader Indian Ocean Territories, Northern Australia and our South East Asian neighbours. A monitoring strategy that includes review mechanisms, is included in the Plan to enable the Plan to stay current.



AN EXCITING INITIATIVE

Our Cocos (Keeling) Islands community is excited to have developed this Strategic Plan. The Plan has been based upon the extensive consultation that has occurred for the Islands through this commission and other recent exercises. The Plan has acknowledged the aspirations included in the Shire of Cocos (Keeling) Islands' Strategic Community Plan 2016-2026, many of the past reports completed for Cocos (Keeling) Islands and incorporated key outcomes from the masterplanning exercises completed by the Shire and their consultants. The consultation conducted for the Plan included consultation with representatives of all key stakeholders and has taken a wider view of the region and potential connections. Together, these elements have inspired the development of the vision, goals, strategies and actions contained herewith to assist in 'future proofing' the Islands in the most beneficial way.

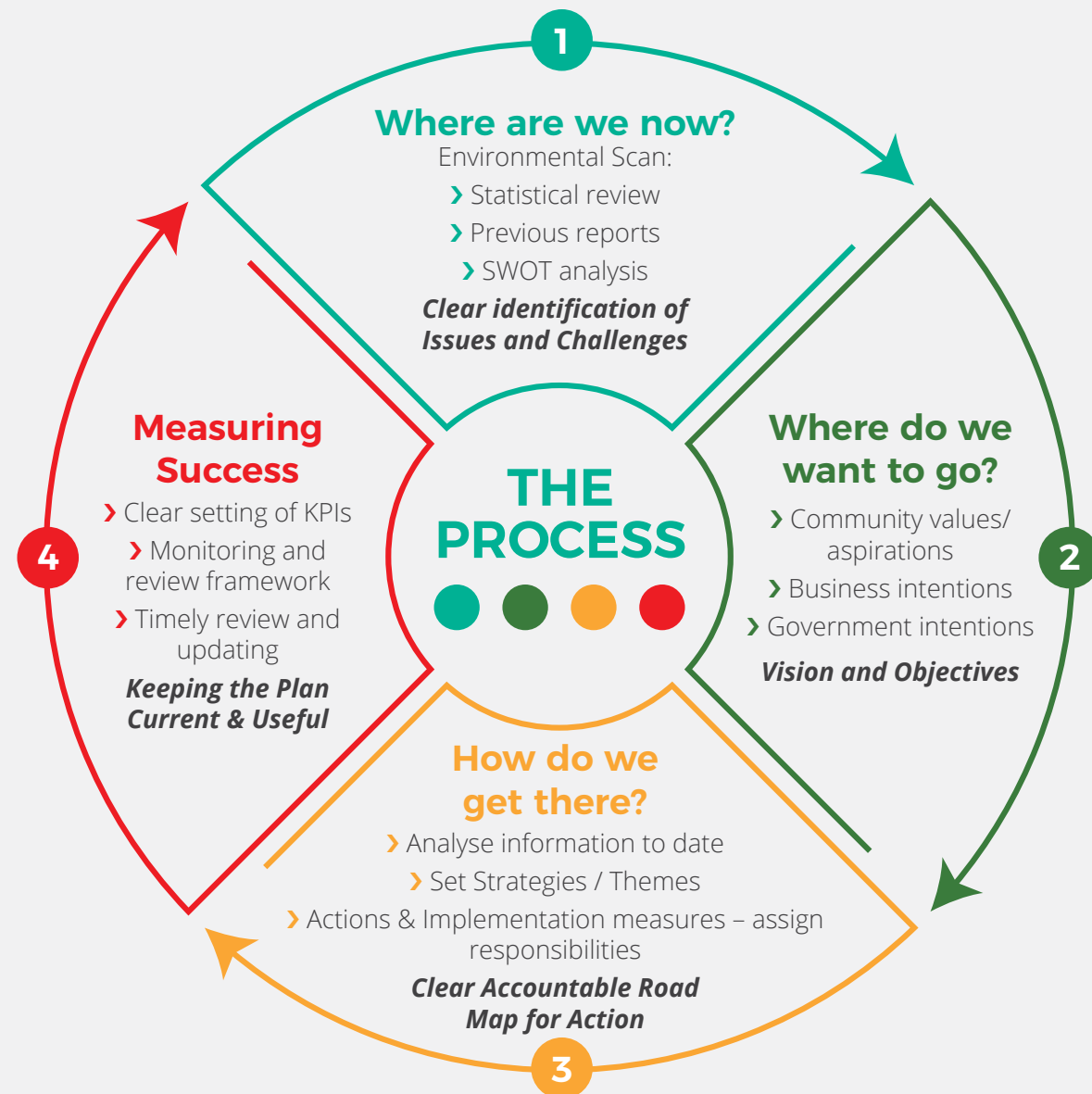


Our Strategic Plan's Aim:

The Strategic Plan's overall aim is to include practical actions that will assist the Islands in delivering a sustainable future that unifies the community, diversifies the economic base and enhances the natural and cultural environment. In short, it is a showcase of how the Cocos (Keeling) Islands can pursue its chosen pathway such that it maximises benefits for the whole community and environment.

We acknowledge the support we currently receive from the Australian Government and know that we will continue to require further support into the future.

A large part of this Plan is dedicated to getting the Island 'business ready' so we can further develop our private sector. This will allow us to become more self-sustaining and therefore decrease our reliance on the Australian Government. We look forward to continuing to work with all key stakeholders, including the Australian Government, to maximise our Islands' prosperity, resilience and economic, social and environmental sustainability.



A PLAN FOR THE COMMUNITY BY THE COMMUNITY

To have the greatest chance of success we were very clear that the Strategic Plan needed to be a plan for the community from the community. To ensure this occurred, a four stage approach was adopted (refer diagram on previous page).

The Plan was determined from a combination of statistical analysis, reviews of previous plans / reports and the outcomes of the comprehensive consultation program, which included:

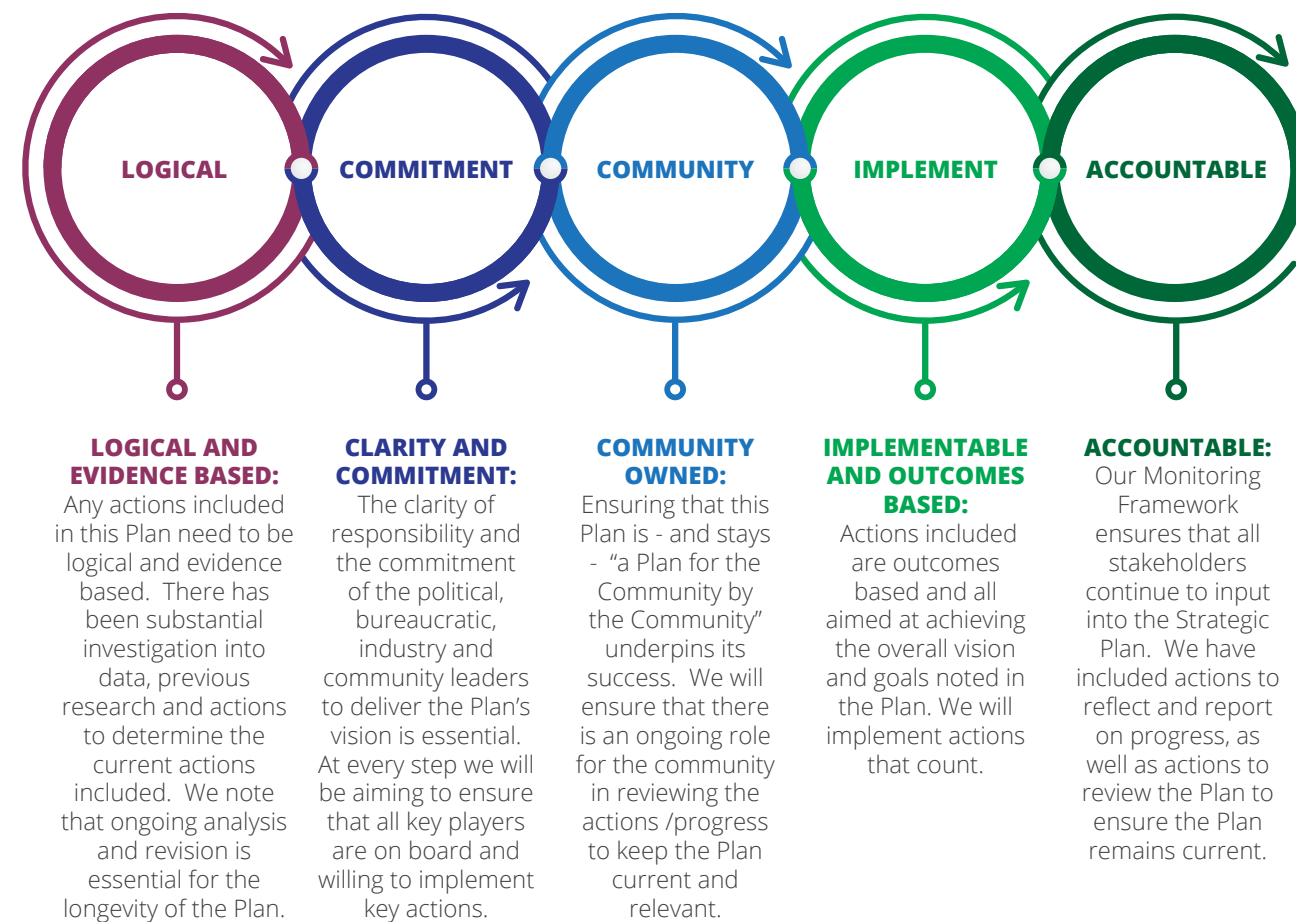
- > Consultations with representatives from over 15 groups on Home and West Islands. The consultations were a mixture of group and individual meetings as well as a community meeting on Home Island. A big thank you to the Shire of Cocos (Keeling) Islands who set up many of these meetings for us;

- > Drawings and phrases from children at the CKI Schools showing what they loved about their home;
- > Meetings in Christmas Island, Perth and Canberra with organisations that represented Cocos (Keeling) Islands and the Indian Ocean Territory generally;
- > A community survey that was distributed to all post boxes in the Cocos (Keeling) Islands, published on-line through Survey Monkey, included in the Atoll and available at the IOTA office on West Island and the Shire on Home Island; and,
- > A hugely successful enquiry by design workshop organised by the Shire of Cocos (Keeling) Islands and facilitated by MackayDesign group, which focussed on masterplanning elements included in this Plan.



HOW THE COCOS (KEELING) ISLANDS STRATEGIC PLAN WILL SUCCEED

To succeed, we are clear that the Cocos (Keeling) Islands Strategic Plan will need to have the following attributes:



Through the IOT RDO's Regional Investment Officer, the RDO will continue to provide the coordination role for the Strategic Plan. It is essential to note, however, that the plan will ONLY succeed if each and every stakeholder commits to and implements their part of the plan. Only when we work together as a whole will we realise the immense benefits this plan can bring to our community.

WHERE HAVE WE COME FROM?

The Cocos (Keeling) Islands were first discovered in 1609, but not inhabited until 1826 - firstly by Englishman Alexander Hare, and then more substantially by Scottish seaman, Captain John Clunies-Ross.

The Clunies-Ross family established copra (coconut) plantations on Home Island in 1827 and brought many workers from Dutch East Indies to work the plantations. These people, and their descendents that followed, became the Cocos Malay population, and today they still constitute the major component of our population in the Cocos (Keeling) Islands.

The Islands have seen their share of war time activity. In 1901, a Cable Station was established on Direction Island to provide a link to and from Perth. This was destroyed in 1914 when the German Raider, the SMS Emden, attacked the Islands. The HMAS Sydney engaged in a sea battle with the Emden, and the Emden ran aground on North Keeling Island - the remains are now protected. The Islands were also occupied during World War Two by Allied troops and remnants of their settlements can still be seen on the various islands in the Southern Atoll.

In 1955, the Cocos (Keeling) Islands became a Territory of Australia. In 1978, the Clunies-Ross' property interests of the Islands, excluding their home and gardens (Oceania House) was transferred to the Cocos (Keeling) Islands Council to be held in trust for the benefit of the Cocos Malay people. In the following year, the ownership of the village area of Home Island was transferred to the Cocos (Keeling) Islands Council. In 1984, the remainder of the land was transferred by trust to the Council on behalf of the Island community. The Government purchased Oceania House in 1993 and sold it to private interests in 2002.

On the 6th April, 1984, in an United Nations supervised Act of Self Determination, the Cocos community voted overwhelmingly to integrate with Australia. From 1984 onwards, the Commonwealth, in conjunction with service providers primarily from Western Australia, has been largely responsible for delivering key government services to the islands in line with remote mainland communities standards. In 1992, the Shire of Cocos (Keeling) Islands was established under applied Western Australian legislation.



HIGHLIGHTS OVER THE LAST 10 YEARS



INVESTMENT BY THE AUSTRALIAN GOVERNMENT

- › **\$570 million** for the IOTs over the last 5 years.



INVESTMENT IN STRATEGIC PROJECTS

- › Rebuild of the **West Island Power Station**.
- › Development of a new **Desalination Plant** on Home Island.
- › Completion of **Rumah Baru Jetty**.



EDUCATION

- › **Rasa Cocos**: an award-winning program showcasing Cocos Malay cooking to island visitors.
- › **Off-island Immersion Program**: all year 9 students live off-island for 10 weeks at a residential college while attending a large public school in Perth.
- › Runners-up in the **2006 National Literacy and Numeracy Award**.
- › CKIDHS is part of the **Tangaroa Blue Foundation** for Marine Debris Initiative.



LOCAL GOVERNMENT

- › **Recycling and waste management** - new incinerator, glass crusher.
- › **Back laneways** – brick paving and fencing.
- › **Coastal erosion mitigation works** – using job-seekers.



HEALTH

- › New **medical equipment** that can be used in the homes for HACC clients.
- › **Seniors program** 4 times a week that provides morning exercises and a monthly Registered Nurse check-up.
- › **Chronic Disease program**: those who have been identified are periodically reviewed in order to maintain their health, which helps to assist optimal health outcomes.
- › **Mammogram machine** purchased in 2017.



TOURISM

- › A **40% increase** in tourists from 2013 to 2018.
- › An increase in the number of **activities/tours** available.
- › **Expansion of events**, annual lagoon swim, Cocos Islands Golf Open, 100th Anniversary of the Sydney Emden Battle, and the “Pulu Kelapa Festival”.



VOCATIONAL TRAINING

- › Successful aquaponics trial.



AWARDS

- › 2017 GWN7 **Top Tourism Town Marketing & Media Award** for Western Australia.
- › Direction Island (Cossies Beach) named **number one beach in Australia** in 2017 by Brad Farmer, Australia's Aquatic and Coastal Ambassador as appointed by Tourism Australia.
- › 2017 finalist for **Tidy Towns**.



COCOS (KEELING) ISLANDS TODAY

Our Tropical Paradise: Cocos (Keeling) Islands is a series of 27 beautiful tropical Islands located in the Indian Ocean. The main settlement is on Home Island, with almost all of the 410 inhabitants on this Island identifying as Cocos Malay. West Island also supports a population of around 100 people, with most indicating a Caucasian heritage. Being some 2,750 kms from Perth, Cocos (Keeling) Islands are amongst Australia's most remote communities.

The Islands are truly beautiful, and boast an amazing pristine environment that embraces incredible turquoise lagoon waters. North Keeling Island is a World Heritage Reserve and is home to a large variety of bird life, including the endemic Cocos Buff-Banded Rail.

The economy has an embryonic, but important, tourism sector, with the majority of employment being in the government sector.

The Cocos Malay heritage is unique and has developed its own language and cultural practices. The Cocos Malays follow the Islamic religion and many meaningful and colourful festivities are held throughout the year.

NATURAL ENVIRONMENT

27 Islands
27 low lying Islands that make up 2 Atolls

World Heritage Reserve
North Keeling Island

Tropical Paradise

Marine Environment
Wide range coral, fish, turtles, sharks

60+
Bird species, incl Endemic Cocos Buff-Banded Rail

COCOS KEELING HERITAGE



COCOS MALAY
Almost all of Home Island



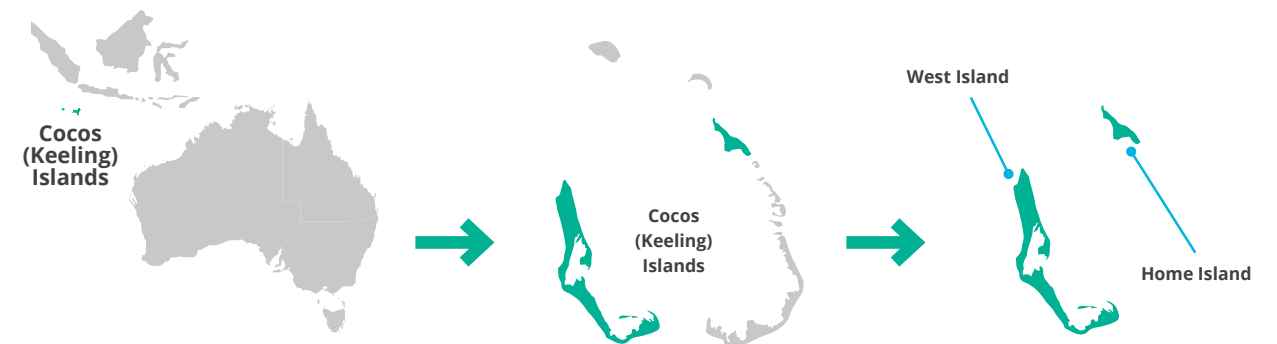
1955
Australian Territory



1984
Integration with Australia through act of Self-Determination

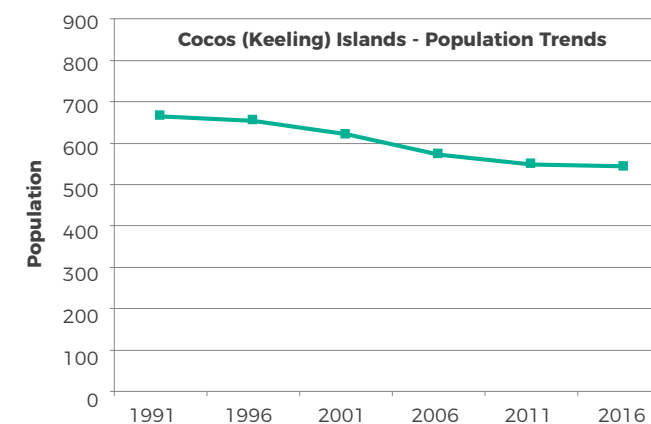


1992
Shire of CKI under Commonwealth



POPULATION

49 percent female
51 percent male
Population at 2016 Census **510** people (80% on Home Island)



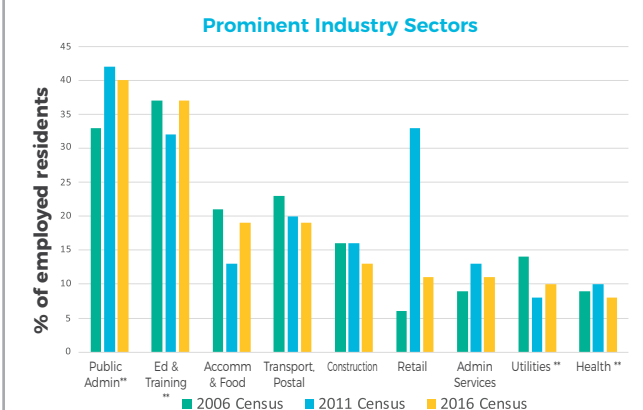
154 dwellings: 100% separate dwellings (WA: 79%)
42yo Median age CI: 38; WA: 36
41% Families with children (WA: 39%)

22% Volunteered in 2016 (WA: 21%)
15% Aged over 65 (WA: 14%)

PRIMARILY COCOS MALAY

• 19% Australian ancestry
• 50% Cocos Malay ancestry
• 31% Other ancestry
75% Language other than English (WA: 19%)
Cocos Malay is a unique dialect of Malay and is commonly spoken at home on Home Island.

ECONOMY - RELIANT ON GOVERNMENT SERVICES



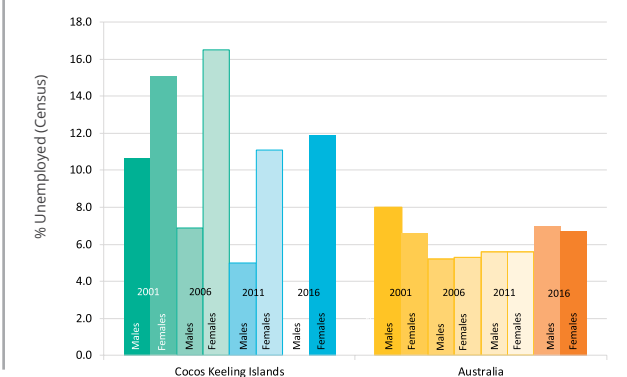
HOUSEHOLD INCOMES

Income 2016 (\$/weekly)

MEDIAN TOTAL PERSONAL	MEDIAN TOTAL FAMILY	MEDIAN TOTAL HOUSEHOLD
CKI: \$563	CKI: \$1,375	CKI: \$1,859
(WA: \$724)	(WA: \$1,910)	(WA: \$1,595)

Employment & Unemployment

	2006	2011	2016
Labour force	239	241	234



CONSULTATION OUTCOMES WHAT WE HEARD

Our voices: A comprehensive consultation process was conducted to feed into the development of this Plan. The following notes the key outcomes.

What we love about Cocos (Keeling) Islands:





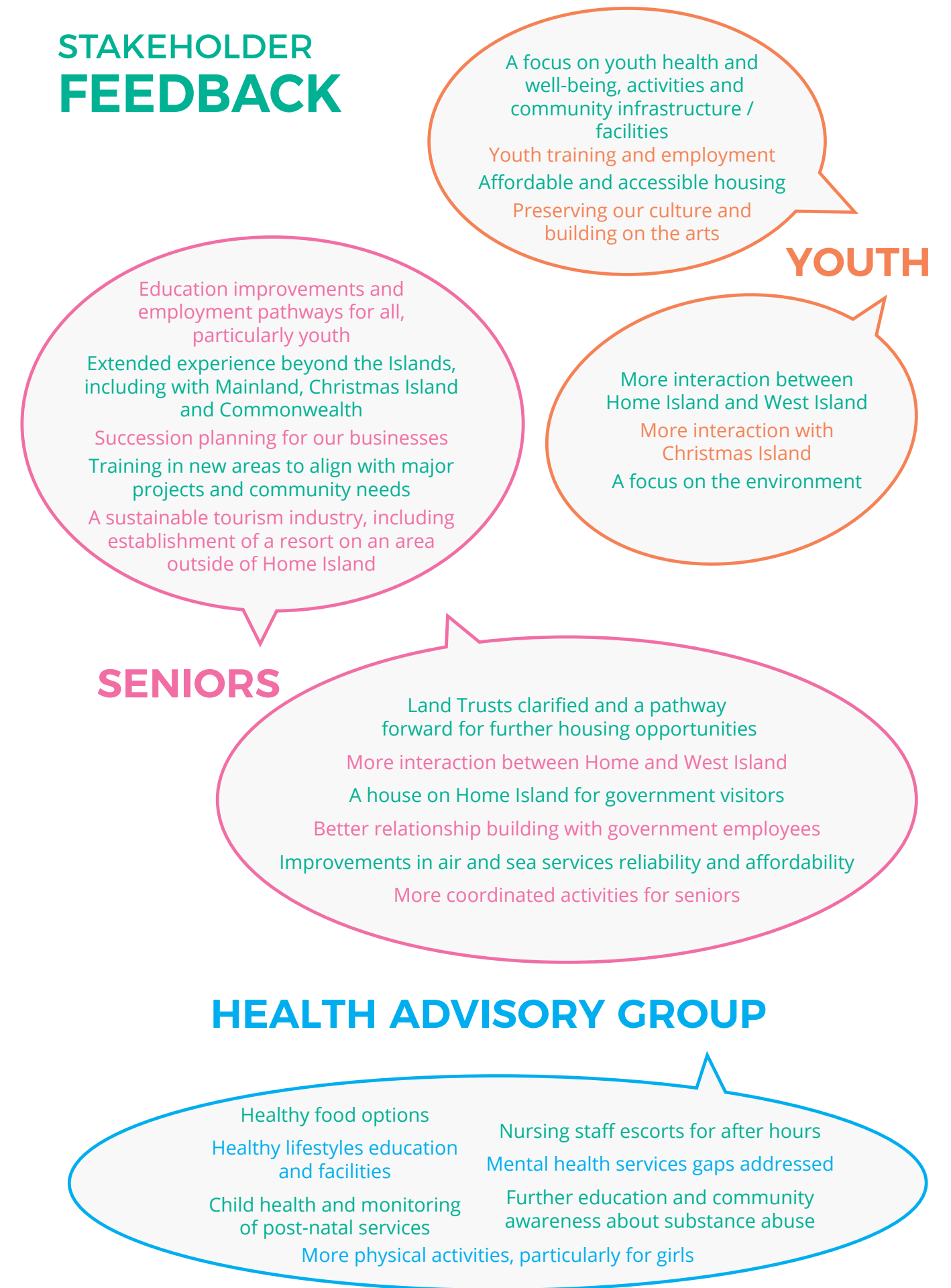
What does Cocos (Keeling) Islands currently do well?



What do you want Cocos (Keeling) Islands to be known for in 10 years time?



STAKEHOLDER FEEDBACK



HOME ISLAND COMMUNITY

Shipping and flight reliability and affordability
Small business support
Insurance Issues
Housing Issues, including insurance
Education – needs a large focus, including one campus, preferably on Home Island

CKI Cultural and natural environment considerations in Government requirements / processes / legislation
Clarification of IOTA's Patient Assisted Transport Scheme
Improvements in Banking and Post Office hours / services

WELL BEING GROUPS

Mental health gaps addressed
Facilities and services
Flights and shipping reliable and affordable
Preserve history and heritage
Small business start up support
Post office hours extended
Ferry services to assist inter-island interaction
Reduce government red tape
Further recreation infrastructure on non-inhabited islands
Insurance issues

COCOS COOPERATIVE SOCIETY

Committed to providing employment pathways for the Islanders
Capitalise on opportunities associated with
- Airport Runway
- Muslim Friendly / Halal Tourism – CKI first Australian Muslim Friendly Tourist destination
- MOUs in place with Universities, Training organisations, likely tenderers for the Cocos Runway Upgrade
Visa requirements – likely to need FIFO workers if Co-ops plans move forward
Community would benefit from small business start up support
Ferry services reviewed to increase interaction between Islands
Further 'real life' and 'industry' exposure for CKI
Need the community to 'embrace change'

Key Existing Markets

Kite/wind surfers (June – Oct)
Bird watchers
Active retirees
Diving
Events
Fly fishing / bone fishing
Yachties

Family based travel
School holiday camps
Large groups
Government workers
Technology free seekers
Photographic tours
Weddings

Potential Future Markets

All existing markets, plus:
Northern markets – Northern flight needed
Muslim friendly / Halal tourism
Glampers

TOURISM GROUPS

Tourism Industry Issues

Aging operators
Diversity of markets essential
Lack of affordable accommodation for staff
Sea freight costs, air disruptions and poor communication
Not all operators members of CKITA
Tourism seasonal – small numbers outside of June to October
No Northern Flight



IN SUMMARY

COMPARATIVE STRENGTHS
& WEAKNESSES

As shared in the previous pages, the small community on Home Island, has been bonded together for over 150 years by geographic isolation, a unique culture and language, a shared Muslim faith and strong family ties. The small population on West Island add to the diversity and capacity of the Cocos (Keeling) Islands. Although once focussed on copra production, the Cocos (Keeling) Islands are now heavily reliant on the Australian Government with only a narrow and shallow industry base. Small scale retail, trade services and tourism are currently the only private sectors.

The community recognises the need to broaden and deepen the **economic base**, to build resilience and sustainability. Growth in **tourism** is considered the most promising opportunity, with proximity to South East Asia and markets identified for eco-tourism, cultural tourism and Muslim-friendly tourism. Import-replacement opportunities have also been identified for **local food production and agri-business**, and early trials in aquaponics have yielded encouraging results. Educational opportunities in all the Islands comparative strengths (food

production, tourism and the environment) were also considered important by many.

Community aspirations are well articulated and cover health, education, housing, safety, security, social harmony, and community infrastructure. More than anything, the people of Cocos (Keeling) Islands are keen to ensure that the current and future generations are at least on par with their mainland counterparts with respect to key health, education and employment indicators.

Almost all people consulted throughout the Strategic Plan development emphasised that the **natural environment** is highly valued. Furthermore, many indicated the desire to have environmental initiatives high on the list of priorities for the community. The community value their amazing environment and are keen to tackle waste management and renewable energy production into the future.

Taking all this into consideration, the following is stated as a summary of comparative weaknesses and strengths. All these strengths and weaknesses have been taken into account when determining our vision, goals, strategies and actions.



WEAKNESSES & THREATS

- As in many developed societies, **chronic disease** is on the rise on CKI, including heart disease, diabetes, cancer and respiratory diseases. The IOT Health Service has targeted chronic disease and those community members who have been identified are being reviewed on a regular basis to maintain their health.
- An aging population places increased demands on **home-based health care**. The IOT Health Service has introduced new medical equipment that can be used in homes for HACC clients. It is recommended that training be provided for home-based carers (Child and Aged Care).
- Many Cocos Malay students are graduating from Year 12 but failing to find full-time employment. The school has a long-term strategy to embed **school-training-work pathways** to increase the opportunity for on-island employment for Cocos Malay students. This will include tourism, hospitality and food production.
- The removal of waste from CKI is prohibitively expensive. A **Best Practice Waste Strategy** for the IOTs is required, and should focus on waste avoidance, waste reduction, waste recycling, waste management, and initiatives that can have positive impacts globally.
- Although the majority population lives on Home Island, the AFP and most of the CKIDHS facilities are based on West Island. CKI offers a relatively safe and friendly environment, but the risks of not having a **full-time AFP presence** on Home Island need to be assessed.
- Despite the population disparity, many of the educational facilities are now based on West Island. The costs and benefits of establishing Home Island as the **main school campus** need to be fully explored.
- Preliminary research has established that solar panels are a more cost-effective means of generating power on CKI than the current diesel generators. The modelling suggests that an approach to market involving a **Power Purchase Agreement** could produce significant savings, at no cost to government.
- **Coastal erosion**, rising sea levels and marine pollution remain as significant threats. Mitigation works need to be reviewed and maintained.
- Governance arrangements are not widely understood. DIRDC is preparing **Service Charters** to be circulated through the community. It is recommended that the department (DIRDC) adopt **Community Engagement/Communication Protocols**. It is recommended that DIRDC establish a single IOT-based contact for SDA enquiries (**SDA Contact Officer**).
- Industry and government investments need to be guided by a transparent planned approach. The Shire is consulting with the community in preparation of a **CKI Master Plan**.

STRENGTHS & OPPORTUNITIES

- › The CKI community wants to improve **educational outcomes**, especially English literacy, as this is considered essential to improving employment outcomes for the young.
- › The local benefits of major government projects are sometimes diluted by fly-in fly-out workers. The **Cocos CV** will identify local skills and experience and match these to opportunities arising from the runway upgrade and other major projects. Gaps will be addressed through targeted vocational training.
- › **Social harmony** is highly valued, but many community members noted a decline in opportunities for inter-island interaction. They recommend that ferry and bus schedules be reviewed to allow for more after-school activities, cultural celebrations/events and more late-night interaction between the Islands.
- › The CKI Tourism Association believes tourism numbers can be increased within the constraints of current infrastructure by targeting the low season with new and emerging markets, such as fly fishing, photography tours, weddings and sporting/cultural events such as the new Pulu Kelapa festival. The long-term strategy is to build year-round capacity through greater tourism accommodation options, such as attracting investment for an **eco-resort**.
- › There are over 600 million potential tourists to the north in South East Asia. The Cocos Co-op is building connections with Malaysia to promote CKI as a **Muslim-friendly tourist destination**. This initiative could be strengthened with the support of Tourism Australia.
- › Expansion of the tourism industry will bring many business opportunities. **Support for small businesses** will build local business capacity and ultimately create new jobs.
- › Chronic housing shortages were raised repeated during consultations. Inability to obtain insurance, and exorbitant building costs are real barriers to home ownership. An **Affordable Housing Strategy** is recommended to identify and address the barriers to affordable housing, including the consideration of community housing models.
- › **Community infrastructure** is essential to maintain a vibrant, functional community in such a remote location. The Shire has prepared a list of community infrastructure projects for consideration by government.



IN SUMMARY

COMPARATIVE STRENGTHS
& WEAKNESSES**Strengths**

Unique Cocos Malay culture and heritage

Cultural harmony

Safe and friendly environment

Excellent level of social services

Interesting history

Pristine marine environment (snorkeling, diving, fishing)

Marine adventure tourism - Kiteboarding, surfing, yachting

Proximity to Asia

Links with Northern Australia and mainland Australia

GST and Duty Free

Direct access to Ministers through the Administrator

Opportunities

Tourism, including:

- Adventure tourism
- Eco tourism
- Cultural tourism
- Muslim-friendly tourism

Runway upgrade

Solar power generation

Small business expansion & start-ups

SDA services better understood & targeted

A planned approach to industry & government investment

Food production & agribusiness

Community Housing

Waste management

**Weaknesses**

Affordable housing shortages, inc, finance/insurance

Limited tourism accommodation

English literacy skills

Employment opportunity & diversity

Cost & reliability of air services

Cost & frequency of sea freight services

Diesel generated power

Cost of waste removal

Lack of community understanding of governance arrangements

Declining interaction between HI and WI

Lack of industry diversity / Reliance on government funding

Access to business finance/insurance

Threats

Chronic diseases

Lack of 24hr AFP presence on HI

Rising cost of diesel for power generation

Fluctuating tourism numbers

Marine pollution

Coastal erosion and rising sea levels

Potential for decrease in Government Funding

High percentage of job-seekers lacking capacity

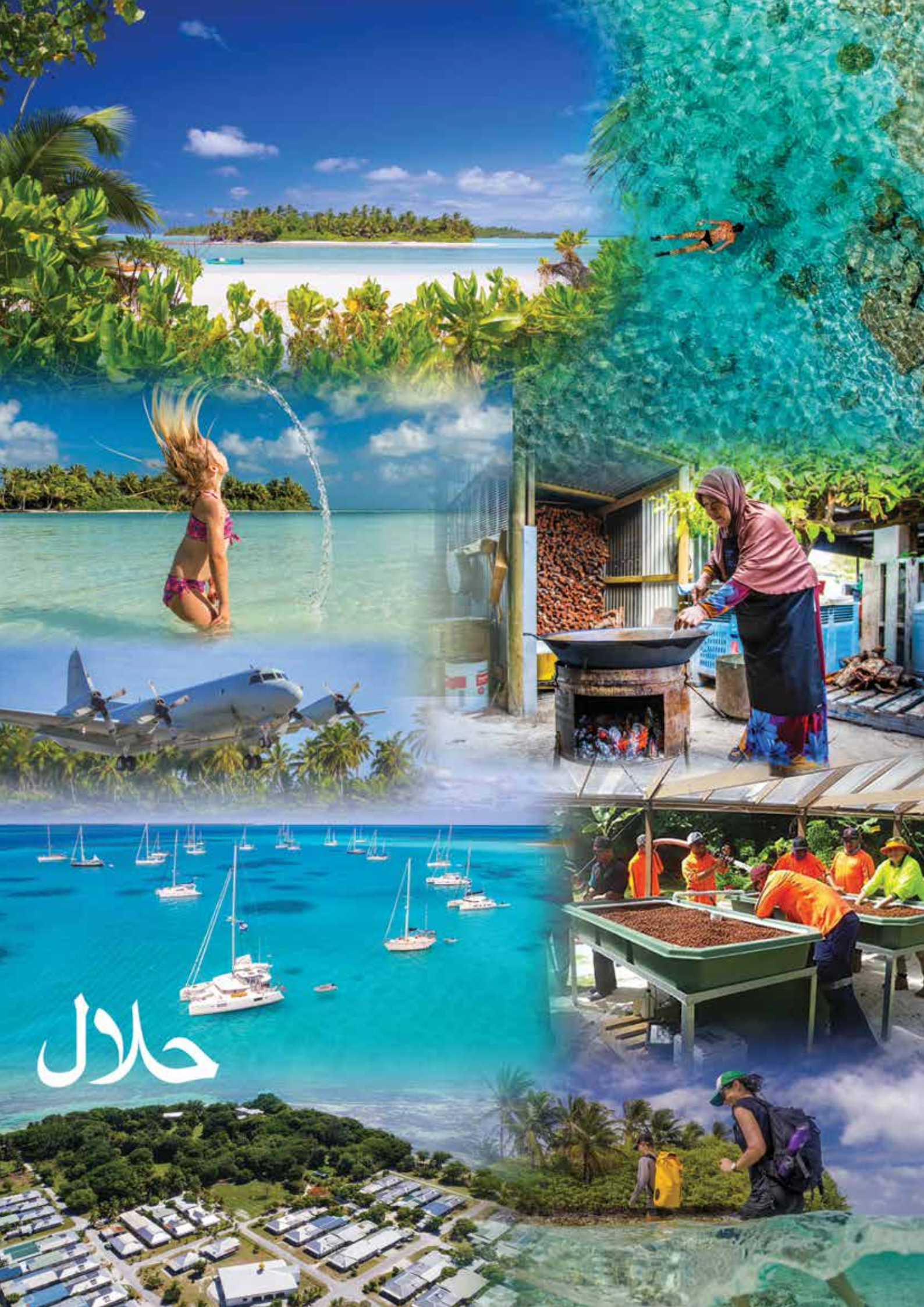


LOOKING TO
THE FUTURE

COCOS (KEELING) ISLANDS
Our Vision at 2030

An Island Paradise showcasing harmonious community living and sustainable economic development.





OUR VISION AT 2030

By 2030 Cocos (Keeling) Islands is a showcase of **harmonious multi-cultural living**. The two inhabited Islands - Home Island and West Island - **learn, play and work together** in a way that celebrates difference through inclusion. **Education and Health outcomes** for the Islands are on par with mainland standards, and **diverse economic development opportunities** provide a number of different pathways for current and future residents.

The Islands have an enviable lifestyle that is **safe, secure and inclusive**. Community facilities and services are of the highest standard for a remote location, and there is a friendliness in the community that is a constant reminder of how wonderful the Cocos (Keeling) Islander community truly is. The built environment is well maintained and complements the aesthetic of the Islands' natural beauty.

Tourism has taken hold as the mainstay of the economy and the Islands are a **highly sought after destination** from people around the world. The Islands host **international events** and are clearly recognised for the diversity in water sports such as fishing, kite surfing, surfing and diving. An **internationally renowned eco-friendly resort** is now operating in one of Australia's most beautiful locations, and is often showcased as a 'must do' destination by organisations in the travel industry.

Cocos (Keeling) Island has also become the first **Australian Muslim Friendly Accredited** tourist destination, and our connections with Asia continue to thrive and expand. We are proud of the welcoming nature our customer service and safe environment brings to our northern neighbouring communities.

Our community is highly **connected**, both within the Cocos (Keeling) Islands themselves and the broader Indian Ocean Territories. In addition, our inclusion in Northern Australia serves us well and our Asian markets have greatly expanded. These connections help us to continue to grow in a way that best serves our community. We have regular and reliable flights to the Mainland as well as to our northern Asian neighbours.

Food and agri-business has expanded on the Island and we are now feeding ourselves and our region with well-known home-grown produce.

International education opportunities in the food and agri-business areas are also available, as well as educational opportunities in tourism and the environment.

Our amazing **pristine environment** remains highly valued by all that live and visit the Islands and is a showcase to the world of why we are an Australian Paradise. To strengthen our environment we are implementing an **IOT Waste Management Strategy** that is an exemplar for Island communities and tackles not only locally produced waste, but also global issues. The **Green Economy** is in full swing with the majority of our energy requirements being met from renewable sources. **Coastal erosion and impacts of sea level rises** are constantly being monitored, and actions put in place to ensure that we can remain an Australian Paradise now and well into the future.

We are so proud of our Cocos (Keeling) Islands, and are delighted that they are truly recognised as an Australian Paradise by so many around the world.



OUR VALUES

Our values show what we, as Cocos (Keeling) Islanders, respect. All actions included in this plan are underpinned by our values.

In no particular order, as Cocos (Keeling) Islanders, we value:

› **Our Beautiful Environment:**

We value the pristine nature of our environment. We know it makes us an Australian Paradise. Our actions will ensure that all Islanders, visitors, and industries respect, appreciate and sustainably support it.

› **Our Unique Cocos Malay Culture and Heritage:**

Our culture and heritage is unique and treasured. We value the preservation and passing on of the Cocos Malay history and customs. Family is of the utmost importance to us.

› **Our Lifestyle:**

We value our safe and secure environment and our friendly and family focussed community. They are key reasons many of us choose to live here. We want to ensure that these are maintained throughout time.

› **A Community Voice:**

We value playing an active part in our future, and value being able to continue to forge our future together.

› **Economic Sustainability:**

We value diversity and sustainable projects that provide employment opportunities for us and our future generations. We are keen to see more home-grown opportunities in key industry sectors.





OUR THEMES

Five key themes have been developed for the Cocos (Keeling) Islands Strategic Plan. These are:

- › **Our community:** A well-educated community; A healthy community; Social harmony; Affordable housing; Safe and secure Islands; Community infrastructure.
- › **Our business:** Profitable small business sector; Thriving tourism industry; Full employment; On-island food production.
- › **Our connections:** Muslim-friendly tourism; Cost-effective shipping; Cost-effective air services.
- › **Our environment:** Green energy; Best practice waste management; Protecting our pristine environment; A well maintained built environment.
- › **Our governance:** CKI Master Plan; Transparent government services.

Goals associated with these themes and the overall vision are noted below. All actions have been developed to assist in achieving the goals and their strategies.



OUR STRATEGIES

In order to reach our vision and address each theme, the following strategies were derived. Highlighted strategies are community priorities.

OUR COMMUNITY

Improve **educational outcomes**

Improve **health outcomes**

Increase **social harmony** through expanded opportunities for inter-island interaction and community engagement

Address **housing shortages** – identify and address barriers to affordable housing

Address **security & emergency management risks** for Home Island

Provide appropriate **community infrastructure**

Showcase and protect our **unique cultural heritage**

Provide **better access** to ferry for cargo

Improve **airport facilities**

Encourage **volunteers**

Encourage the community to embrace the need for **change**

Improve **support for disabled people**

Expand **sport & recreation** facilities and increase arts and culture programs and facilities

Identify **insurance** options for home owners

Provide **shelters** for Emergency management vehicles

Support physical activities for **youth**

Increase **cultural awareness**

OUR BUSINESS

Build local **business capacity**

- Maximise local benefits from **major projects**
- Development of an eco-resort
- Investigate & provide **small business support** (inc, start-ups)

Improve **employment outcomes**

Grow the capacity of the **tourism industry**

Explore import-replacement opportunities for on-island **food production**

Build on IOT **marketing** synergies with Christmas Island

Build on relationship with **Tourism Australia**

Identify **insurance** options for business owners

Explore opportunities to **lower building costs**

Support **local business initiatives**

Support **enterprise education**

Increase the effectiveness of the **CKI Tourism Association**

OUR CONNECTIONS

Expand Asian markets

- Promote CKI as **Halal/Muslim-friendly**
- Identify **opportunities within SE Asian-Australian** free trade agreements and strategic/economic partnerships

Investigate & pursue opportunities to **lower shipping costs**

Explore opportunities to reduce the cost and increase the frequency of **air services** for locals and visitors

Improve reliability and frequency of **air services**

Explore opportunities within existing **business networks**

Identify & address the **barriers** to cost-effective export

Explore opportunities for **international education**

Facilitate efficient entrance into the IOTs for **overseas visitors**

OUR ENVIRONMENT

Trial **renewable energy** in place of diesel generation

Improve **waste management** practices

Maintain and monitor efforts to mitigate **coastal erosion**

Build on **environmental education** initiatives

Re-vegetate where appropriate

Maintain a **sustainable fishing** resource

Improve the amenity of the **non-inhabited islands**

Address the impact of **introduced pests**

OUR GOVERNANCE

Ensure the governance of the Cocos Land Trusts are clear and understood

Adopt a transparent, **planned approach** to industry development and government investment

Improve the **transparency and accountability** of government services

Improve **awareness and understanding** of the IOTs within the public service

Monitor and review government **staff contract lengths** to ensure best outcomes for the community

Improve the **awareness and understanding** of CKI within DIRDC

Improve the **cost-effectiveness** of the IOGTA

Support local **employment opportunities**

Increase the **financial sustainability** of the Cocos Land Trusts

THEMES

GOALS

BY 2030

**OUR COMMUNITY**

A well-educated community; A healthy community; Social harmony; Affordable housing; Safe and secure Islands; Community infrastructure

**OUR BUSINESS**

Profitable small business sector; Thriving tourism industry; Full employment; On-island food production

**OUR CONNECTIONS**

Muslim-friendly tourism; Cost-effective shipping; Cost-effective air services

**OUR ENVIRONMENT**

Green energy; Best practice waste management; Protecting our pristine environment

**OUR GOVERNANCE**

CKI Master Plan; Transparent government services

Our Community

- › Improved educational outcomes
- › Improved health outcomes
- › Increase social harmony through expanded opportunities for inter-island interaction and community engagement
- › Housing shortages addressed and barriers to affordable housing identified and addressed
- › Security & emergency management risks for Home Island addressed
- › Appropriate community infrastructure provided

Our Business

- › Local business capacity strengthened
- › A thriving tourism industry
- › Improved employment outcomes
- › Import-replacement opportunities for on-island food production explored

Our Connections

- › CKI as Halal/Muslim-friendly tourism
- › Opportunities to reduce the cost and increase the frequency of air services for locals and visitors explored
- › Shipping costs lowered

Our Environment

- › Renewable energy in place of diesel generation
- › Improved waste management practices
- › Coastal erosion controlled and sea level rise implications understood
- › SE Asian-Australian free trade agreements and strategic/economic partnerships

Our Governance

- › A transparent, planned approach to industry development and government investment
- › The governance arrangements of the Cocos Land Trusts are clear and understood
- › SDA's are transparent and accountable

STRATEGIES AND ACTIONS

PRIORITY ENABLING ACTIONS - High Impact Actions

Our
Community
ActionsOur
Business
ActionsOur
Connection
ActionsOur
Environment
ActionsOur
Governance
Actions

SHIRE OF COCOS (KEELING) ISLANDS - Master Plan Actions





OUR GOALS AND KPIs

Our Cocos (Keeling) Islands community wants to make a difference. As such, we have set out brave goals, with courageous KPIs that will 'push' us into action. We believe that if we are truly focused on the desired Vision for the Island, we can achieve these laudable outcomes.

Theme Goals by 2030	KPIs	
	By 2024	By 2030
Our Community		
A well-educated community		
Improved educational outcomes for all Cocos (Keeling) Islanders	› The majority of students achieve satisfactory to high progress in national testing. (CKIDHS, DIRDC)	› The school community has fully explored a one campus model of education (CKIDHS, DIRDC)
A healthy community		
Improved health outcomes for Cocos (Keeling) Islanders	› Increased HACC to meet the needs of an aging population – as indicated by a high level of satisfaction from the community (DIRDC)	› Health indicators and services provided on par with Mainland (DIRDC)
Social harmony / Interaction		
Increased social harmony through expanded opportunities for inter-island interaction and community engagement	› Ferry & bus schedules reviewed and revised to accommodate increased interaction between the island communities (DIRDC)	› After school activities, cultural festivities and key events are attended by most people on both Islands (DIRDC and all Islanders)
Affordable housing		
Housing shortages addressed and barriers to affordable housing identified and addressed	› Insurance issue is resolved & communicated to community › 2 new houses on Home Island › Affordable Housing Strategy completed › DoD has left a positive accommodation/housing legacy (RDO, DIRDC, Co-op, SOCKI, Land Trusts DoD)	› New housing built (current indications are 6 on HI; 4 on WI; and Independent Living Units for Seniors) › (RDO, Co-op, SOCKI, Land Trusts)
Safe and secure Islands		
Security & emergency management risks for Home Island addressed	› Costs and benefits of establishing a 24hr AFP presence on HI have been explored (DIRDC, AFP)	› 24hr AFP presence on HI (DIRDC, AFP)
Community infrastructure		
Appropriate community infrastructure provided	› Top five priorities funded (SOCKI, RDO, DIRDC)	› Top ten community infrastructure priorities funded and implemented (SOCKI, RDO, DIRDC)

Theme Goals by 2030	KPIs	
	By 2024	By 2030
Our Business		
Profitable small business sector		
Local business capacity strengthened	› Cocos CV completed › Local workforce skills developed to take advantage of employment opportunities with major projects (DIRDC, RDO, IOGTA)	› Small business support provided through SDA and RDO › IOT Regional Content clauses in major projects › Economic and Social impact assessments required as part of assessment of major projects (DIRDC, RDO, IOGTA)
Growing tourism industry		
A thriving tourism industry	› 2,500 annual tourists not including visiting friends and relatives › IOT-wide Development and Marketing Officer appointed › International EOI/Tender for Eco-resort issued (RDO, SOCKI)	› Resort / Eco-tourism development implemented › 100 additional tourist beds › 3,500 tourists per annum (RDO, SOCKI)
Full employment		
Improved employment outcomes for Cocos (Keeling) Islanders	› Home Island Retail Centre built and functioning › Local workforce skills developed to take advantage of major projects and community needs (SOCKI, CKIDHS, RDO, IOGTA)	› To embed highly effective pathways for all Cocos (Keeling) Islanders students in key industries. › Unemployment rate reduced to 5% (SOCKI, CKIDHS, RDO, IOGTA)
On-island food production		
Import-replacement opportunities for on-island food production	› Local food production trials funded (RDO, local industry)	› A large proportion of food imports replaced by local production (RDO, local industry)
Our Connections		
Expanded Asian Markets		
CKI promoted as Halal/Muslim-friendly tourism	› Suitable Muslim-friendly marketing connections established with Malaysia & Indonesia (Cocos Co-op, RDO)	› CKI recognised as Australia's first Muslim-friendly tourist destination › Opportunities identified within South East Asian – Australian trade agreements (Cocos Co-op, RDO)
Cost-effective air services		
Explore Opportunities to reduce the cost and increase the frequency of air services for locals and visitors explored		› Cabotage Restrictions removed and Northern Triangle Route established and well utilised (RDO)
Cost-effective sea freight services		
Shipping costs lowered		› Whole of government shipping freight contract issued (RDO)

Theme Goals by 2030	KPIs	
	By 2024	By 2030
Our Environment		
Green energy		
Renewable energy in place of diesel generation	<ul style="list-style-type: none"> ➤ Power Purchase Agreement issued (DIRDC) ➤ Land released for renewable energy generation (Land Trusts) 	<ul style="list-style-type: none"> ➤ Majority of energy produced by renewable resources (DIRDC)
Best practice waste management		
Improved waste management practices	<ul style="list-style-type: none"> ➤ Majority of recyclable waste is diverted to recycling (SOCKI) 	<ul style="list-style-type: none"> ➤ IOTs Best Practice Waste Strategy completed and implementation scheduled (SOCKI, SOCI, RDO)
Best practice erosion control		
Coastal erosion controlled and sea level rise implications understood	<ul style="list-style-type: none"> ➤ Commission report (DIRDC) ➤ Plan to deal with sea level rise 	<ul style="list-style-type: none"> ➤ Coastal erosion is managed through best practice means (SOCKI)
Our Governance		
CKI Master Plan & Town Plan		
A transparent, planned approach to industry development and government investment	<ul style="list-style-type: none"> ➤ CKI Master plan completed (SOCKI) 	<ul style="list-style-type: none"> ➤ New Town Planning Strategy in place (SOCKI)
Transparent government services		
The governance arrangements of the Cocos Land Trusts are clear and understood	<ul style="list-style-type: none"> ➤ The governance of Cocos Land Trusts are understood by government agencies (DIRDC, SOCKI). 	<ul style="list-style-type: none"> ➤ Land Trust meetings have been reviewed and community educated on the role and responsibilities of Land Trusts (DIRDC, SOCKI)
SDAs are transparent and accountable	<ul style="list-style-type: none"> ➤ Engagement / Communication Protocol adopted ➤ Single local contact for SDA enquiries established 	<ul style="list-style-type: none"> ➤ The majority of Islanders feel that the governance on CKI is clear, transparent and accountable (RDO)



PRIORITY / ENABLING ACTIONS

The following includes actions that are considered high impact and instrumental in us achieving our Vision. Some of these will require input and action from the Australian Government. However, once these actions are implemented, community well-being for Cocos (Keeling) Islanders will be greatly improved, and Islanders will be able to establish more robust industries that are focussed on the private sector ¹.

Timing Legend

- Immediate - Now ■ Medium Term 3 - 6
■ Short term - Within 3 years ■ Ongoing

Actions	Regional Benefits	Theme	Who	Timing
Our Community				
A well-educated community				
E1.1	Investigate the social and economic benefits/ costs of establishing one School Campus on either Home Island or West Island (with a K-3 at the alternative Island location).	Our Community Our Business	CKIDHS	
Affordable housing				
E1.2	Identify & address barriers to affordable housing. Develop an affordable housing strategy for the IOTs. In this, explore possibilities for Co-op/Shire/ Trust to build community housing plus a review of grants to ensure IOT benefits (such as first home buyers). Current reports indicate that 6 houses on HI and 4 houses on WI are needed.	✓	Our Community Our Business	DIRDC, SOCKI
E1.3	Investigate potential home/business insurance solutions and develop a communications process to inform the community.	✓	Our Community Our Business	DIRDC
Social harmony				
E1.4	Review the ferry and bus schedules to ensure that after school activities, night time activities, public holidays and cultural celebrations can be attended by both Home Islanders and West Islanders. Also review ferry to allow more visits to Direction Island (improve tourism outcomes)	Our Community Our Business	DIRDC, Cocos Co-op	
A healthy and informed community				
E1.5	Review and monitor the IOTHS 5 Year Strategic Plan and ensure all care needs are addressed (including aged care needs).	Our Community	DIRDC, RDO	
E1.6	Improve Home and Community Care to meet the needs of an aging population.	Our Community	IOTHS	
A secure community				
E1.7	Assess security & emergency management risks for Home Island against the costs of establishing a 24hr AFP presence on Home Island.	Our Community	AFP, DIRDC	
Adequate community infrastructure				
E1.8	Seek funding for infrastructure to maximise community well-being (see SOCKI's list of projects).	Our Community		

¹ It is noted that there may be overlap with the Shire of Cocos (Keeling) Islands Master Plan – see actions in the Shire Master Plan Actions. The Shire's Master Plan Actions are not currently prioritised. Upon review of the CKI Strategic Plan, the RDO will discuss priorities with the Shire and ensure that all priorities are reflected.

Actions	Regional Benefits	Theme	Who	Timing
Our Business				
A thriving tourism industry				
E1.9	Identify potential investors & areas for resort development. Develop an international tender seeking EOIs in eco-resort development on CKI. Emphasise the need to mitigate negative environmental impacts and maximise local community benefits.	✓	Our Business Our Community	SOCKI, RDO, CKITA
E1.10	Advocate for the Australian Government to fund an IOT-wide tourism development and marketing officer that works with CITA and CKITA.	✓	Our Business Our Community	RDO, CKITA, CITA
A profitable small business sector				
E1.11	Maximise local benefits from major projects. Advocate for Australian Government to include standardised 'IOT Regional Content' clauses in all major projects, and the requirement for developers to produce Social and Economic Impact assessments prior to development approval or commencement of major projects.	✓	Our Business	RDO
E1.12	Investigate and provide small business support; Seek Service Delivery Arrangements through the WA Government for IOT-based Small Business Support: • Business advisor • Business planning sessions	✓	Our Business Our Community	DIRDC, RDO, IOGTA, CKIDHS, CKITA
E1.13	Fund training for a 'Business Start-Up' program: • Training for start-ups • Business planning sessions The initiative should include IOGTA/CKITA/CKIDHS/RDO in its development and delivery. The outcome could be a 'showcase business' in an area of interest to many parts of the community - eg. cultural tourism - including cooking classes (Rasa Cocos), B&B network, fishing charters, boat building courses.	✓	Our Business Our Community	DIRDC, RDO, IOGTA, CKIDHS, CKITA
Full employment				
E1.14	Complete the Cocos CV to determine available skills that can be used in the DoD runway upgrade and other major projects, and develop the local workforce to fill any skills gaps.		Our Business	SOCKI, IOGTA
E1.15	Improve employment outcomes; • Establish School to Vocational Training to Work pathways • Investigate how training for home-based carers (child and aged could be provided)		Our Business Our Community	CKIDHS, SOCK, DIRDCI
On-island food production				
E1.16	Explore import-replacement opportunities for on-island food production; • Seek funding for trials, eg. aquaponics, aquaculture		Our Business Our Community	RDO

PRIORITY / ENABLING ACTIONS

Timing Legend

- Immediate - Now
■ Short term - Within 3 years
■ Medium Term 3 - 6
■ Ongoing

Actions		Regional Benefits	Theme	Who	Timing
Our Connections					
Cost Effective Shipping					
E1.17	Advocate for the Australian Government to issue a whole of government shipping freight contract to encourage competition in shipping services in the IOTs.	✓	Our Connections Our Business	RDO	
Cost Effective Air Services					
E1.18	Advocate for the Australian Government to remove cabotage restrictions for International-CI-CKI-International flights (Northern Triangle)	✓	Our Connections Our Business	RDO, CKITA, CITA	
Expanded Asian Markets					
E1.19	Promote CKI as Halal/Muslim-friendly tourism and together with the Co-op, approach Tourism Australia to promote CKI as Muslim-friendly tourism into Malaysia & Indonesia.	✓	Our Connections Our Business	Co-op, CKITA, RDO, TA	
E1.20	Identify opportunities within SE Asian-Australian free trade agreements and strategic/economic partnerships	✓	Our Connections Our Business	RDO, Business, CKITA, CITA, DIRDC	
Our Environment					
Green Energy					
E1.21	Trial renewable energy in place of diesel generation; • DIRDC to issue Power Purchase Agreement (procurement EOI) • Facilitate land release for renewable energy generation		Our Environment	DIRDC, Land Trusts	
Best practice waste management					
E1.22	Improve waste management practices; • Prepare a Best Practice Waste Strategy for the IOTs aimed at achieving the goals included in the Plan. Include Waste Avoidance, Waste Reduction, Waste Recycling, Waste Management and initiatives that have positive impacts globally.	✓	Our Environment	SOCKI	
Erosion Control and Rising Sea Levels					
E1.23	Fund a best practice study on erosion control, and expand erosion measures across the CKIs. Continue to monitor rising sea levels and potential implications for the Islands of CKI.		Our Environment	RDO, DIRDC	

Actions	Regional Benefits	Theme	Who	Timing
Our Governance				
Transparent Government Services				
E1.24	Ensure the governance of the Cocos Land Trusts are clear and understood. Review the processes for Land Trust meetings to ensure accountability and transparency. Prepare Cocos Land Trust accounts separately from SOCKI accounts. Educate the public on the role and responsibilities of the Land Trusts.	Our Governance Our Community	DIRDC, SOCKI, Cocos Malays	
E1.25	Adopt a transparent, planned approach to industry development and government investment: <ul style="list-style-type: none">• CKI Master Plan• Town Planning Strategy	Our Governance	SOCKI	
E1.26	Improve the transparency and accountability of government services: <ul style="list-style-type: none">• Clarify Service Charters• Clarify DIRDC Engagement/Communication Protocols;• Establish a single local contact for SDA enquiries.	✓ Our Governance	DIRDC	



OTHER IMPORTANT ACTIONS BY THEME

OUR COMMUNITY

There are many other important actions that will help us achieve our Vision and reach the Goals we have set. By theme, these are listed below.

Timing Legend

- Immediate - Now
- Short term - Within 3 years
- Medium Term 3 - 6
- Ongoing

Actions		Regional Benefits	Theme	Who	Timing
Our Community					
Improve community infrastructure and facilities					
C4.1	Ensure that the new ferry has a separate area for cargo loading and passenger alighting, plus lifting equipment and disability access.		Our Community Our Business	DIRDC, Cocos Co-op	
C4.2	Provide shelter for emergency services and police capital infrastructure.		Our Community	DIRDC, AFP	
C4.3	Ensure that there is lifting equipment available for health and emergency services.		Our Community	DIRDC	
C4.4	Ensure that the bus had appropriate disability access.		Our Community	DIRDC	
C4.5	Establish an outdoor cinema - either as a permanent area or a demountable. Investigate whether there could be cost-savings if CKI worked collaboratively with CI Cinema Club.		Our Community	RDO, SOCKI, Community	
C4.6	Investigate the establishment of a Day Care Centre and/or Family Day Care.		Our Community	DIRDC	
C4.7	Provide community infrastructure on South Island so it is more usable for day use and overnight stays. Complete a study to determine the infrastructure requirements on other non-inhabited Islands to increase their usability, while minimising unnecessary impacts on the environment.		Our Community	SOCKI	
Improve Educational Outcomes					
C4.8	Upgrade the CKIDHS kitchen to a commercial kitchen for hospitality training & utilise students in community events.		Our Community Our Business	CKIDHS, DIRDC, IOGTA	
C4.9	CKIDHS to continue to develop and adopt a Cultural Standards Framework, with community input and support. Annually report on the framework's success.		Our Community	CKIDHS	
C4.10	CKIDHS to continue to implement the 10-week immersion program with Perth schools and boarding houses to expand students experience.		Our Community	CKIDHS	
C4.11	Conduct joint excursions, conferences and camps with Christmas Island District High School.	✓	Our Community	CKIDHS, CIDHS	

Actions	Regional Benefits	Theme	Who	Timing
Our Community				
Improve Community Cohesion and Inter-Island Interaction				
C4.12	✓	Our Community	CKI and CI Sports groups	■
C4.13	✓	Our Community Our Business	RDO, Arts, Heritage and Culture Group, CKITA, CITA	
C4.14	✓	Our Community Our Business	CKI, CI Sports groups	
C4.15		Our Community Our Business	SOCKI, Arts and Cultural groups and reps	
C4.16		Our Community	SOCKI, CKI Sports and Recreational Groups, CKIDHS	■
C4.17		Our Community	SOCKI, CKI Sports, Arts, Culture and Recreational Groups	
C4.18	✓	Our Community	SOCKI, CI, CKI community groups	■
Improve Health Outcomes				
C4.19		Our Community Our Business	DIRDC	■
C4.20			DIRDC	■
C4.21		Our Community Our Business	DIRDC, SOCKI	■
C4.22		Our Community	RDO, Community members	

Actions	Regional Benefits	Theme	Who	Timing
Our Community				
Youth Development and Leadership				
C4.23	Seek to expand the Shire's Youth Project Officer job description to include a youth community liaison role.	Our Community	SOCKI	
C4.24	Implement confidence building, goal setting workshops for youth that are engaging and fun. Where possible link with business / industry outcomes and training.	Our Community Our Business	SOCKI, RDO, IOGTA, CKIDHS	
C4.25	Develop health services and education that is specifically directed at youth, and that the youth of CKI are comfortable in accessing.	Our Community	DIRDC with Youth	
C4.26	Provide professional sports coaching for local coaches.	Our Community	CKI Sports Groups	
C4.27	Seek representations from DoD to provide annual talks at the school noting potential recruitment opportunities and pathways.	Our Community Our Business	DoD, CKIDHS, IOGTA	
Cultural & Environmental Understanding and Respect				
C4.28	Ensure that there are appropriate cultural and environmental inductions for DoD workers and any major projects that attract temporary workers / new residents.	Our Community Our Environment	DIRDC, DoD	
Improve Airport Facilities				
C4.29	Reconfigure the cyclone shelter component of the Cocos Club waiting area so it is more welcoming for people utilising this as an airport waiting area. Ensure toilets are available upon check-in of flights.	Our Community	Cocos Club, DIRDC, SOCKI	
C4.30	Investigate potential to have a 'history display' at airport (P3 Orion prop).	Our Community Our Business	DIRDC, CKITA	
C4.31	Develop an airport masterplan for terminal & surrounds to ensure usability, safety and security is maximised.	Our Community Our Business	DIRDC, Toll Group, ABF, Biosecurity, Customs	
Support and Develop the Volunteer Base on the Islands				
C4.32	Conduct a 'volunteer' drive on the Islands to improve numbers of volunteers. Community groups / not-for-profits to provide information about the benefits to individuals & the community associated with being a volunteer.	Our Community	RDO, Community members	
C4.33	Elevate the event associated with 'thanking' volunteers on the Islands, in a bid to encourage more volunteers.	Our Community	RDO, Community members	
C4.34	On the RDO's 'one-stop' information page, include grant opportunities information for organisations supporting volunteers.	✓ Our Community	RDO	

Actions	Regional Benefits	Theme	Who	Timing
Our Community				
Address chronic housing shortages				
C4.35	Work with DoD to leave a positive legacy for the community (eg. housing their workers in a way that provides future tourism accommodation, or community housing).	Our Community	DIRDC, RDO, DoD	



OUR BUSINESS

Actions		Regional Benefits	Theme	Who	Timing
Our Business					
Expand Training Opportunities					
B5.1	Develop a list of businesses in the IOTs and investigate the training opportunities for internships and apprenticeships. Conduct periodic discussions to update information. Investigate the potential for housing on CI for opportunities for CKI residents (and vice versa).	✓	Our Business	IOGTA	
Investigate International Education Opportunities					
B5.2	Determine the appetite from universities on the mainland to establish a marine research facility in the IOTs, and ensure joint benefits for CKI and CI.		Our Business	RDO	
B5.3	With the Co-op, map out processes to capitalize on the current MOUs established with universities and training institutes in Asia (our connections also). Investigate the option to provide international training in aquaponics/ aquaculture.		Our Business	Cocos Co-op, RDO	
Decrease Business Costs					
B5.4	Investigate the interest / feasibility in developing a concreting batch plant and/or how Christmas Island's resource/product can be affordably purchased.	✓	Our Business	RDO	
Build on relationship with Tourism Australia					
B5.5	Work with TA to identify and invite high profile ambassadors to Cocos as part of a marketing campaign.		Our Business	CKITA	
B5.6	Work with TA to ensure that IOTs are represented in Tourism Australia's 2019 Australian Tourism Exchange (and ongoing Exchanges).		Our Business	CKITA	
B5.7	Work with TA and bring visiting journalists to the IOTs.		Our Business	CKITA	
B5.8	Continue to provide content for TA's social channels.		Our Business	CKITA	
Export Potential					
B5.9	Map out processes / requirements for export opportunities and determine if these can be streamlined.		Our Business	RDO	
B5.10	Together with local business and community, explore the areas for further export potential.		Our Business	RDO, Businesses	
B5.11	Seek funding to implement the retail precinct and encourage economic development outcomes on the site.		Our Business	SOCKI	

Actions		Regional Benefits	Theme	Who	Timing
Our Business					
Improve Training Outcomes					
B5.12	Advocate for the Australian Government to allow IOGTA to be exempt from national requirements. This would allow WA's RTOs to be able to be used for training, which would positively affect affordability of training.	✓	Our Business	RDO	
B5.13	Establish 'internships' and 'graduate positions' for IOT residents in DIRDC offices in the IOTs, Canberra and Perth.	✓		DIRDC	
Investment Attraction					
B5.14	Develop an IOT's Investment prospectus outlining real (ready to go) opportunities. Seek information from Austrade regarding investor requirements and invite investors to the Islands to showcase the opportunities.	✓	Our Business	RDO	
Explore Funding Opportunities					
B5.15	Investigate innovative funding mechanisms that could produce a revenue stream for implementing strategic actions, eg, royalties/ leases for development on Trust Land, visitor levy.		Our Business	RDO, SOCKI, Land Trusts	

OUR ENVIRONMENT

Actions		Regional Benefits	Theme	Who	Timing
Our Environment					
Education for the Community					
Env6.1	Work with Parks Australia to establish information to educate the community on Home and West Islands on issues of pest management, pest control, protecting the environment and utilisation/enjoyment of North Keeling Island.	✓	Our Environment Our Community	Parks Australia, SOCKI, DIRDC	
Waste Management					
Env6.2	Investigate innovative ways of removing asbestos waste and implement these measures.		Our Environment Our Community	DIRDC, SOCKI, SOCI	

OUR CONNECTIONS

Actions		Regional Benefits	Theme	Who	Timing
Our Connections					
Flight reliability, affordability & communications					
Conx7.1	Ensure there is on-going performance monitoring of Government contracted air services, focused on increasing the number of planes and improving the reliability of the contractor's fleet.	✓	Our Connections Our Business Our Community	RDO, DIRDC	
Conx7.2	Develop and implement a communication strategy to improve communications between air services and their contractors and the community.	✓	Our Connections Our Community	RDO, DIRDC	
Asian Markets Expansion					
Conx7.3	Conduct periodic discussions with the Cocos Co-op to determine if the RDO can be of assistance in expanding the understanding of the IOTs with the Co-ops Asian connection.	✓	Our Connections Our Business	RDO, Cocos Co-op	
Facilitate movement between IOTs and Asia					
Conx7.4	Investigate the potential for further visa options to facilitate tourism and studying between IOTs and Asia.	✓	Our Connections Our Business	RDO	



OUR GOVERNANCE

Actions		Regional Benefits	Theme	Who	Timing
Our Governance					
Adopt a transparent, planned approach to industry development and government investment					
G8.1	Prioritise the Actions included in the Shire's Master Plan for Cocos (Keeling) Islands. Ensure that the list included in this Strategic Plan is kept up to date.		Our Governance Our Community Our Business Our Environment	SOCKI	
G8.2	Incorporate all pertinent information into a new Town Planning Scheme for Cocos (Keeling) Islands.		Our Governance Our Community Our Business Our Environment	SOCKI	
G8.3	Establish a 'one-stop' RDO webpage that provides information relevant to the IOTs on business development, community / social issues and environmental issues.	✓	Our Governance Our Community Our Business Our Environment	RDO	
Clarify Processes and Standards					
G8.4	Clarify the following governance components <ul style="list-style-type: none">• Service Charters• DIRDC Engagement/Communication Protocols• Processes and requirements for development and business (eg. Shire's development processes, when building permits are required).	✓	Our Governance Our Community Our Business Our Environment	DIRDC, SOCKI	
Transparent Government Services					
G8.5	Review Crown Land on West Island to determine if any lot/s can support economic development.		Our Connections Our Business	DIRDC	



SHIRE OF COCOS (KEELING) ISLANDS MASTER PLAN ACTIONS*

Through the Shire's inclusive Enquiry by Design process, in which over 100 community members participated, the following list of community infrastructure was noted as important to advance Cocos (Keeling) Islands. It is acknowledged that at the time of writing, this list of the Shire's Master Plan project was not prioritised. It is the Shire's intention to prioritise actions in the coming months. Once prioritised, key actions will be incorporated into appropriate areas of the Strategic Plan.

Actions		Lead Agency
General Projects common to both Islands		
MP3.1	Beach facility upgrades (such as shelters, BBQs, lighting, water and toilets)	SOCKI
MP3.2	Disability access review and improvement program.	SOCKI/Aust Gov
MP3.3	Improved street lighting.	SOCKI/Water Corp
MP3.4	Public toilet upgrades (and disability access).	SOCKI
MP3.5	Coastal protection for vulnerable areas – study currently being undertaken.	SOCKI/Aust Gov
MP3.6	In-home aged-care program to keep aging people on islands for longer.	Aust Gov
MP3.7	Shade equipment over play equipment.	SOCKI
MP3.8	Re-introduction of native vegetation, with priority at activity nodes.	SOCKI
MP3.9	Identify public art opportunities to show case local artists and establish a public art budget.	SOCKI
Home Island Projects		
MP3.10	North to South coastal path along the lagoon side – restricted to walking and cycling because the road network is already nearby.	SOCKI
MP3.11	Prioritisation of Turtle Beach/Sandy Point for facility upgrades (shelters, BBQs, lighting, water, toilets, etc) and disabled access.	SOCKI
MP3.12	Establishment of a consolidated sporting precinct at the Oval by relocating the tennis/volleyball and other possible recreation activities such as trampoline, skate park (pump track) etc.	Private
MP3.13	Relocation of sports facilities to free up more land in the settlement for additional lots for future housing. New housing to focus on smaller dwellings to reduce over-crowding in existing homes.	SOCKI
MP3.14	Construction of housing on existing vacant lots.	SOCKI/private
MP3.15	Reconfiguration of the retail precinct/settlement core to create a focal space and better sense of arrival, with a visitor/interpretive centre as the first thing visitors come to.	SOCKI

Actions		Lead Agency
MP3.16	Establishment of an energy precinct – solar farm, and reconfiguring infrastructure precinct, and use of private rooftop solar as a 'virtual solar power station'.	Private
MP3.17	Expansion/consolidation of the industrial precinct and establish a small business precinct as an interface with the Kampong.	SOCKI (planning)/ Private
MP3.18	Reconfiguration of the waste centre to avoid ocean impact, and inclusion of recycling.	SOCKI
MP3.19	Business Incubation Spaces - potentially re-use old gym.	SOCKI
MP3.20	Establishment of an in-water playground.	SOCKI
MP3.21	Establishment of an over-water Pondok with glass floor for viewing lagoon life.	SOCKI
MP3.22	Reflooring and use of the community centre undercroft as temporary event space (markets etc)	SOCKI
MP3.23	Establishment of a secure compound/shed for rented boat storage.	SOCKI
MP3.24	Establishment of self-storage units.	SOCKI
MP3.25	Establishment of a botanic garden and nursery in the Oceania grounds.	SOCKI/Parks Australia
MP3.26	Investigate options for public ownership and uses of the Oceania (big house) building to retain heritage value.	SOCKI/Aust Gov
MP3.27	Protect and establish interpretive material for the cemetery and investigate land availability for cemetery expansion.	SOCKI
MP3.28	Upgrade of foreshore adjacent to the Shire office – removal of old debris.	SOCKI/ Aust Gov
MP3.29	Dredging of channel to jetty.	Aust Gov
MP3.30	More shade on the jetty.	Aust Gov
MP3.31	Use of under-utilised play group space as a day care centre or creche.	SOCKI
MP3.32	Establishment of a wash-down and fish cleaning area at key boat ramps - initially at the southern end of the foreshore.	SOCKI
MP3.33	Establish and fund a paving renewal program for the deteriorating areas of brick paving.	SOCKI
MP3.34	Establish a Mens' Shed / Women's Shed or Space.	SOCKI
MP3.35	Investigate rainwater collection from house roofs to a common reservoir for storage of stormwater to ease laneway flooding (and provide public information on stormwater management.	SOCKI
MP3.36	Establish bird hides for bird-watchers.	SOCKI
MP3.37	New larger, combined emergency management facility.	SOCKI
MP3.38	Retain some unsealed tracks / add new ones for off-road cycling (BMX).	SOCKI

Actions	Lead Agency
West Island Initiatives	
MP3.39 Plan for a string of pearls - a series of activity nodes along the island with each one a walkable/cyclable distance to the next.	SOCKI (planning only)
MP3.40 Establish a walking and cycling coastal path along the ocean side (an extension of the Bicentennial Trail) to the south end of the island.	SOCKI
MP3.41 Establish a dedicated pedestrian/cycle path along the Sydney Highway corridor between the settlement and the new jetty and ultimately, the old jetty.	SOCKI
MP3.42 Widening and resealing of the main road (Sydney Highway).	SOCKI
MP3.43 Prioritisation of 'Trannies' for facility upgrades (shelters, BBQs, lighting, water, toilets, etc) and disabled access.	SOCKI
MP3.44 Establishment of a series of camping spots, or eco-tents for hire, along the Island, associated with planting of native vegetation.	Private/ SOCKI support
MP3.45 Establishment of a coastal path and possible camping spots along the lagoon beach (between the two jetties), with a spur around the freshwater lake.	SOCKI
MP3.46 Use of the Q station for new workers accommodation for the runway upgrade that can then be a legacy that provides future rental housing.	Aust Gov/ private
MP3.47 Establishment of a solar farm, and augment with private rooftop solar as a 'virtual solar power station'.	Private
MP3.48 Establishment of a composting facility (at the waste centre) and better use/ expansion of the horticultural precinct, including an area for individual allotments.	Private/ SOCKI support
MP3.49 Upgrade of the road from the southern end of the runway to the watersports area at the south end of the island – and raise as a 'causeway' at vulnerable locations.	SOCKI
MP3.50 Establishment of a 50m ocean pool at 'Trannies' beach.	SOCKI
MP3.51 Establishment of a community and recreation precinct around the school (day care, gym, etc) and integrated exiting facilities (tennis courts).	SOCKI
MP3.52 Reconfiguration of the arrival area outside the airport with an attractive space, public toilets and seating, including making better use of, and providing direct access to, the club as a waiting area.	SOCKI/ Aust Gov
MP3.53 Establishment of a 'Sunset Promenade' – downgrading William Keeling to a shared space, planting trees, lighting, and low plants/rocks in front of the sand bags.	SOCKI
MP3.54 Encouragement of a resort development at the northern end of the island.	SOCKI (planning/ headworks)/ Private
MP3.55 Establishment of a new fishing jetty and interpretative platform at the old jetty and retaining part of the old jetty as a heritage element in the landscape.	SOCKI/ Aust Gov
MP3.56 Establishment of a small boat marina for 'wet' boat storage and boat ramp by digging out existing building material and connecting to the lagoon.	SOCKI/ Aust Gov

Actions	Lead Agency
West Island Initiatives	
MP3.57 Review the new jetty layout to improve access and facilities at the end of the Jetty – e.g.: shelter, toilets, café, etc	SOCKI/ Aust Gov
MP3.58 Provide better access and signage to the existing boat ramp north of the Meteorological Station.	SOCKI/ Aust Gov
MP3.59 Establish a skate park (pump track) as part of the recreational infrastructure.	SOCKI
MP3.60 Plan for expansion of the industrial/commercial area for future business opportunities	SOCKI
MP3.61 Establishment of a Men's / Women's Shed	SOCKI
MP3.62 Establish a better boat ramp that could double as a breakwater for the small boat marina, potentially with a ramp on either side.	SOCKI
MP3.63 Establish self-storage units.	SOCKI
MP3.64 Establishment of bird hides at strategic locations to support the 'twitcher' tourism market.	SOCKI
MP3.65 Public Toilets at West Island Airport.	Aust Gov



KEEPING THE PLAN ON TRACK

The Cocos (Keeling) Islands Strategic Plan is our plan for our future. It embodies:

- What we value about our community;
- What we could improve on or do better;
- What we want to be known for and our opportunities.

The Plan is our statement of our vision, goals, actions and timeframes. Keeping ourselves and the Plan on track will require our collective commitment and effort. Keeping it alive and relevant is our responsibility as a community.

Many organisations and individuals are required to participate in the plan if we are to implement each of the actions. Responsibilities for each of the actions are outlined in the Plan. However, it is noted that the responsible parties outlined are only the lead agencies. We acknowledge that to be successful and for us to reach our Vision, each and everyone of us on Cocos (Keeling) Islands must play our part.

Keeping it on Track will involve:

1. The Administrator of Christmas and Cocos (Keeling) Islands to facilitate the ongoing monitoring of the success of the plan. This will be done in collaboration with and assistance of:
 - a) Regional Investment Officer,
 - b) the RDO, and,
 - c) the Cocos (Keeling) Islands Strategic Plan Monitoring Committee.
2. An annual community reflection (report) to the community on the progress and successes of the plan. This will also facilitate a review of the Cocos (Keeling) Islands Strategic Plan to keep it up to date.

3. An annual report to the Joint Standing Committee on the National Capital and External Territories to ensure accountability and enable information to filter up to the political sphere.
4. A five yearly review of the Plan.

COCOS (KEELING) ISLANDS STRATEGIC PLAN MONITORING COMMITTEE

The Regional Development Organisation (RDO) will act as the Cocos (Keeling) Islands Strategic Plan Monitoring Committee providing ongoing ownership and discussion about the Strategic Plan's progress. The Administrator will chair the committee as the chair of the RDO.

OUR ANNUAL SUCCESS REFLECTION

The Administrator will arrange and facilitate an annual reflection and report to the community on the success of the plan. This will be open to all community members. A community survey on elements of the plan will be completed. The discussion and presentations will help inform the next steps, priorities, etc of the plan.

The aim is to keep the plan on track, alive and relevant.

COMMUNITY UPDATES

In addition, a regular community update will be published in the Atoll to report on progress, next steps and successes.

ACKNOWLEDGEMENTS

The IOTs RDO would sincerely like to thank each and everyone who was involved in preparing Our Cocos (Keeling) Islands: Strategic Plan 2030. It truly has been a whole of community effort and we could not have done it without you.

We know that the real work lies ahead of us. We will be doing our very best to keep this plan current and active, and we hope you will play your part too. We sincerely appreciate your ongoing support and input in turning the actions included in here a reality.

We thank you in advance for all your future contributions.

