



**REVIEW OF THE ANNUAL REPORTS OF THE DEPARTMENT OF
TRANSPORT AND REGIONAL SERVICES 2000-01 AND THE
DEPARTMENT OF THE ENVIRONMENT AND HERITAGE 2000-01
(AUSTRALIA'S EXTERNAL TERRITORIES)**

**SUBMISSION FROM THE SHIRE OF CHRISTMAS ISLAND TO THE JOINT
STANDING COMMITTEE ON THE NATIONAL CAPITAL AND EXTERNAL
TERRITORIES**

13 September 2002

SUMMARY

1. The Shire of Christmas Island (SOCl) has reviewed the Department of Transport and Regional Services (DoTaRS) Annual Report 2000-01 and the Department of the Environment and Heritage Annual Report 2000-01. It is noted the DoTaRS make reference to the 1999 Commonwealth Grants Commission (CGC) Report and the SOCl will also make reference to the 1999 CGC report.
2. The SOCl has mainly commented on areas for improvement only and therefore the bulk of the Departmental report has been accepted as stated.

DOTARS ANNUAL REPORT 2000-01

3. The SOCl has made reference to the DoTaRS Annual Report by addressing the references to page number and paragraph number of the report in bold type & italics.

4. Page 64, paragraph 31

The Local Government National Report, a 2000-01 report on Local Government Financial Assistance Act 1995, does not make any reference to the Shires of the Indian Ocean Territories. It appears that as these shires are not governed by a State or mainland Territory we were not included.

5. **Page 66, paragraph 34**

The Hon. Ian MacDonald, Minister for Regional Services, Territories & Local Government announced in May 2001 the formation and funding of a Christmas Island Economic Development Committee (CIEDC). The SOCI has a position on the CIEDC and believes that whilst it welcomes the formation and funding of the committee that a less stringent approval process for expending funds be adopted, whilst maintaining financial accountability.

6. **Page 67, paragraph 36**

The '*consult, liaise and negotiate with, stakeholders in relation to policy development*' is an area that the Shire believes can be improved upon. The monthly newsletters on infrastructure improvements referred to under '*Performance Achieved*' during the period is somewhat questionable as only four Bulletins for the months of July, August and November 2000 and January 2001 were received by the SOCI. Consultation on service delivery arrangements generally work well through the Community Consultative Committee and/or the Administrators Advisory Committee however the DoTaRS needs to understand that the community representatives of these committees may not always agree with government policy. This is where improvements in the *consult, liaise and negotiate* skills would enhance the possibility of agreed outcomes.

7. **Page 86, Output 3.1**

Areas of Activity

- *Justice & community safety.*
- *Education.*
- *Environment & heritage.*
- *Health and community care.*
- *Transport, housing, land management & other urban services.*
- *Economic development and tourism..*
- *Social & welfare services.*
- *Utilities.*

The DoTaRS annual report makes the following statement under *Performance Achieved*:

"We provided services as identified above to ensure Christmas and the Cocos (Keeling) Islands have government services comparable with those available in similar mainland communities.

The service levels in the Indian Ocean Territories are reported in the Commonwealth Grants Commission 1999 Report on the Indian Ocean Territories.”

This submission therefore makes reference to the Commonwealth Grants Commission 1999 Report on the Indian Ocean Territories.

Justice & community safety

Police

There have been some changes within the service provisions of the Australian Federal Police (AFP) since the CGC 1999 Report. There are now two Customs Officers and two Quarantine Officers providing these relevant services on Christmas Island. The number of AFP Officers on Christmas Island has reduced from seven (7) in 1999 to four (4) in 2002.

Of the ten (10) special constables referred to in the CGC 1999 Report, five (5) are now Acting Officers of Customs and five (5) have a dual role as Special Constables of the AFP and Acting Officers of Customs.

The expected increase in population due to the Immigration Reception Processing Centre (currently under construction), and the Asia Pacific Space Station proposal will require monitoring to ensure that the AFP have sufficient human resources to provide for a safe community.

Administration of Justice

Court services are provided through the Western Australian Ministry of Justice, which has an Service Delivery Agreement (SDA) with DoTaRS. The current services provided meet the requirements of the community. The current infrastructure for court services was described as inadequate for Supreme Court sittings in the CGC 1999 Report. As the population increases on Christmas Island (possibly doubling in the next two (2) years), a review of the required infrastructure and the need for a purpose-built Court House should be considered.

Legal Aid

The legal aid services provided on Christmas Island currently meets the communities needs, however with the increases in population forecasted,

a review of the service should be undertaken within the next twelve (12) months.

Public Safety and Emergency Services

The emergency services are provided by a volunteer group of approximately 25 people – the **Christmas Island Fire and Rescue Service**. They are responsible for fire fighting and emergency services in the residential and commercial area only and have no authority beyond these areas. With the building of the IRPC and associated new housing units, the extension to the airport and the possibility of further infrastructure build up with the satellite launching facility it would be prudent to re-evaluate the equipment needs of the emergency services.

There are no dedicated **sea search and rescue** vessels on Christmas Island. Mr Paul Kimber, Volunteer Marine Rescue Services Co-ordinator for the Fire & Emergency Services Authority of Western Australia, visited the island in May/June 2001. Mr Kimber's visit culminated in a report to the DoTaRS Perth office on the sea search and rescue needs of Christmas Island. The key recommendations were:

1. Formerly establish a Volunteer Marine Rescue Group on Christmas Island;
2. Local Government and Island Administration to allocate suitable premises for the purposes of VMRS Group Operations and Coordination Centre on a permanent basis or 21 year peppercorn lease arrangement;
3. Consultation with key stake holders on Christmas Island to prepare a business case detailing what type of vessel would be required for Search and Rescue provision both inshore and offshore waters including construction and costs;
4. Allocation of equipment as per WA VMRS Standards to the Coordination Centre;
5. Implementation of a training needs and events calendar for VMRS members;
6. Continued management by the FESA VMRS Unit of Capital and Operational funding requirements based on the FESA VMRS Capital and Operational funding Policies appropriate to Christmas Island demography.

There has been seven (7) deaths in the water around CI with only two (2) bodies recovered (rock fishermen). With the increase in population there will be a comparative increase in boating activities again with a comparative increase in the inherent risk of boating or rock fishing in a

remote area. At the time of writing this report no known action has been taken by the DoTaRS with regard to Sea Search & Rescue, it is strongly recommended that the Sea Search & Rescue capability be reviewed.

The AFP have requested that when the new Recreation Centre is built that this complex should also have the capability to be used as a **cyclone shelter** and also as the **Emergency Management Centre**. This would entail extra communication lines (phone/fax/computer local area network), pin-boards/whiteboards, sleeping area, cooking facilities, emergency power supply etc. Whilst the Shire believes that this is in the best interest of the community, and assuming that the Shire would manage the facility, we believe that ongoing funding to maintain these extra services should be paid by the Commonwealth.

Education

School Education

Since the CGC 1999 Report there has been significant changes at the Christmas Island District High School (CIDHS). There is a new covered assembly area, a new Arts room, the asbestos roof has been replaced, and the new Secondary Wing is due for completion in January 2003. The new Secondary Wing will have classrooms, meeting rooms, computer laboratory, a teleconference room and a seminar room.

The school is expecting an increase in kindergarten & pre-primary students in the new year as the population increases. Whilst the school can entertain an increase of one hundred (100) students with the new infrastructure any further increase would require a separate Primary School to be built at a new site. This is due to the limitations on the current site of the CIDHS.

Year 11 (eleven) studies can now be taken at the CIDHS and there are currently eight (8) students enrolled. Year 12 (twelve) studies will commence next year. The school staff and students are very proactive in the community and the support via the EDWA is very good.

Vocational Education and Training

The additional funding provided for vocational education and training has improved the services provided on island. One issue that has been raised of late is the increase in population, with presumably, an increase in the service requirements. The current building provided by the Commonwealth for the service provider Indian Ocean Group Training Association will not be able to absorb the increase in service provision. As this building cannot easily be extended consideration should be given to either the use of another larger building(s) or the construction of a purpose built facility. Expanding on the use of another building(s), the use of the current Temporary Immigration Processing Centre at Phosphate Hill, once the new IRPC has been built, could be considered for the IOGTA service provider.

Environment & Heritage

The CGC recommended that an additional \$100,000 be provided to improve environmental protection services on Cocos (Keeling) Islands. This was to enable the current Commonwealth contractor of the services on Christmas Island (EcOz) to concentrate purely on Green and Brown issues on CI. This has not occurred. It is recommended that this be reviewed.

Heritage issues, during a time of considerable development, have caused concern amongst local residents. Several proposed improvements by current occupiers have been subject to considerable constraints and delays. It is recommended that the role, processes, and scope of the Australian Heritage Commission be reviewed to ensure equitable and consistent outcomes.

Health and Community Care

The Indian Ocean Territories Health Service provides a comparable service as other remote communities and, with the additional funding provided as per the

CGC recommendation; the service has improved with extra specialist visits and improved patient assistance travel arrangements.

Childcare services and youth programs on CI are lacking and, with the increase in population, needs to be addressed. Currently there is a small group of volunteers that have recently been incorporated that are setting up a 'Daycare' operation. Due to relevant planning building and health regulations there are different requirements for various types of childcare from crèche to full fee paying childcare facilities. This means that it is extremely difficult to operate the full range of services from the current location at the Neighbourhood Centre. With the increase in population it is recommended that this service be reviewed.

One area of growing concern is the area of youth services. There is currently a small venue for youth to utilise at the Neighbourhood Centre. This is operated every Saturday evening and is aimed at the high school students. This group has very limited income (car washes, stalls etc) & resources (old computers, table tennis equipment etc all of which was donated) and are expected to pay weekly rent (to the Commonwealth) for a premise that is utilised for 5 hours per week. Again, as the population grows, there will be a need to expand services to relevant youth group's to ensure that their needs can be met. Failure to do so will see an increase in graffiti, misuse of vehicles, break and entering etc.

Another area that needs review is services to the aged. Historically the senior citizens on island used to retire either to the mainland or Malaysia. A growing trend is that they now remain on CI. The SOCI has recently assisted the senior citizens in forming a Christmas Island Senior Citizens Club (CISCC) and will continue to assist in the incorporation of this club. One pressing need is a suitable venue for the club so that the members have a sense of place and purpose. A request for a run down building that the SOCI could assist in renovating is currently with DoTaRS for decision (January 2002).

The island is currently serviced by a Social Worker operating out of the Neighbourhood Centre. The current incumbent also services Cocos (Keeling) Islands. With the increase in population a review of the staffing levels is strongly recommended.

Transport, housing, land management, and other urban services

There is no public **transport** on CI but a Taxi service recently began operating with three (3) vehicles. As stated by the CGC, the terrain, climate, and distance from residential areas to the hospital does mean that the young, elderly and the sick have difficulty getting to the hospital without private transport. Whilst the taxi service assists in this the cost of the taxi fares would be prohibitive for many residents. A public transport bus service, normally provided or funded by the State Government on the mainland, should be considered with the increase in population.

Since the CGC report of 1999 there has been an increase in new public **housing** and renovations to older public housing. The current building activities directly linked to the new IRPC and the APSC project have resulted in increases in the cost of properties within the rental market. Some of the increases have reportedly been in excess of 100%. The short-term impact of this is that the Commonwealth can expect that the demand for public housing will increase. This needs to be addressed, as there is little spare capacity in the public housing sector.

Land management on Christmas Island has historically three major stakeholders with two (2) Commonwealth departments (DoTaRS and Environment Australia) and Christmas Island Phosphates. A fourth & fifth stakeholder more recently is the Commonwealth Department of Immigration, Multicultural and Indigenous Affairs who are building an Immigration Reception Processing Camp (IRPC) and the Asia Pacific Space Centre who are planning to build a satellite launching facility at South Point.

The recent Immigration Reception Processing Centre (IRPC) project has put increased pressure on the availability of affordable residential land and industrial/commercial land. The IRPC project has had several impacts resulting from the extremely short time-frames for construction of a new Ship Off-loading

Facility, 172 accommodation units for IRPC staff, utilities infrastructure to North Wets Point, re-alignment & upgrade to Linkwater Road, a Construction Camp at Phosphate Hill, & the IRPC itself. A state type or Local Government development of residential land, as happens on the mainland, would ensure that affordable serviced land was available.

Some of the local impacts have been:

- Unavailability of heavy machinery has impacted upon, or halted, several projects or developments.
- Rented accommodation has doubled, or more than doubled. This has necessitated long-term residents and Government employees seeking alternative accommodation at inflated prices.
- Unavailability for developments to proceed due to lack of labour.
- Horticultural land being used for storage of sea containers.
- Town Planning by the Shire reverting to Demand/Crisis Planning.
- Developments being built that do not comply with the Town Plan.
- Increased work loads for Shire officers without adequate recompense.
- Increased traffic movements (doubled) with a relative increase in wear & tear on the infrastructure.

The Shire has been negotiating with the Commonwealth for a new landfill site for about 6 years with little progress. The Shire has, more recently, been negotiating with the Commonwealth for a portion of land for a new waste transfer site. This new waste transfer site would utilise modern technology to reduce the amount of waste going to landfill and to commence recycling and compost production. This issue itself has now been negotiated for 18 months and is still to be resolved. The Shire currently has \$450,000 worth of equipment stored on island due to these delays.

The Shire has already put restrictions on the use of the current landfill site due to severe land restrictions. The proposed waste produced by the demolition of the warehouse cannot be considered at the current landfill site.

The landfill site and waste transfer site issues, considering the current increase in population, need to be addressed urgently. A new landfill site, when agreed, will still take 12 to 18 months to develop. Considering that the waste stream is

going to double in this period action needs to be taken immediately. The Shire is surprised that land can be released extremely quickly for Commonwealth projects (i.e. IRPC) but cannot be resolved quickly for such a critical service as landfill sites and protection of the groundwater.

Land transfer and asset transfer from the Commonwealth has been addressed separately in other correspondence to DoTaRS and is attached.

Economic development and tourism

Since the CGC 1999 report the DoTaRS has agreed a funding grant (\$75,000 pa) for the formation of a Christmas Island Economic Development Committee (CIEDC). This committee was incorporated in April 2002 and has several projects underway.

The Christmas Island Tourism Association (CITA) receives funding through grants from DoTaRS and from the Shire. The CIEDC has also agreed to fund specific projects for CITA.

The Shire, with the community, has identified in the SOCI strategic plan that tourism will be a major industry for the sustainable future of the island, as will economic development. Consultation with the community on proposed developments is critical therefore to ensure that developments are for the longer-term benefit of the island. The Shire strategic plan is attached.

Social and welfare services

The Christmas Island Women's Association provide a refuge service to both men and women experiencing domestic problems or crises. The Shire has recently been advised that the CIWA can no longer get any property insurance, contents insurance or public liability insurance cover to manage this refuge. This is an ongoing problem for the majority of island residents and needs to be addressed urgently.

The CGC 1999 report recommended on **Page 170, paragraph 159** that the social worker be engaged full time on Christmas Island and not be shared with Cocos (Keeling) Island. This has not occurred and should be revisited with the increase in population.

The CGC 1999 report noted on **Page 170, paragraph 160**, that they could find no obvious reason for the non-application of the Aged Care Act 1997 and the Home & Community Care Act 1995 to the Territory. As the aged population increases the application of these Acts should be considered.

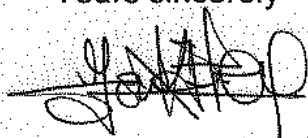
Utilities

Water, sewer, and power are managed by the DoTaRS on Christmas Island. Stormwater infrastructure is owned by the DoTaRS but managed by the Shire as part of the Central Road Authority. **Page 233** of the CGC 1999 Report recommended funding of the Kampong Drainage and the Incline and Drumsite drainage as well as, on **Page 237, paragraph 110**, Stormwater/Sewerage segregation. The Water Corporation advise that the stormwater/sewerage segregation has been successful with only minor intrusion of stormwater due to inadequate manhole covers (which are being progressively replaced).

A contract has been recently let for the development of a Stormwater Master Plan, which we believe will address the Incline and Drumsite stormwater issues. The collection and disposal of stormwater from the new IRPC accommodation sites will also need to be addressed, as this will have a significant impact on stormwater management and infrastructure. The Shire, who has to manage and maintain these assets, would encourage the DoTaRS to include the relevant Shire officers in formulating any changes/upgrades to the stormwater infrastructure and to discuss the level of funding of stormwater infrastructure maintenance. (Currently the Shire receives only 36% of the required funds, through the Financial Assistance Grant, to maintain this Commonwealth asset.)

The Shire Councillors and Officers will be pleased to provide information to the Committee during the public hearings.

Yours sincerely



Councillor Foo Kee Heng

Deputy President, Shire of Christmas Island

CONTENTS



Shire of Christmas Island STRATEGIC PLAN 2002 - 2006

Adopted by the Shire of Christmas Island on 29 April 2002

CONTENTS

	Page
Definition of Terms	1
Foreword	2
Mission Statement	3
The Unique & Diverse Culture & Environment	4
Vision	6
Key Result Areas	9
The Social Environment	11
The Economic Environment	18
The Physical Environment	25
Governance	33
List of Abbreviations	40

DEFINITION OF TERMS

When reading the Strategic Plan, please apply the following definition of terms:

Term	Definition
Local Government	The third tier of Government, after Commonwealth and State. A Local Government is a corporate entity created under an Act of Parliament. The corporate name in this instance is the Shire of Christmas Island.
The Council	The Council is the body elected by the community to oversee the operations of the Local Government.
The Shire	The name by which the Local Government is known.

FOREWORD



Message from the Chief Executive Officer

The community and key stakeholders provided input to the Strategic Plan via workshops and interviews. This input greatly assisted the development of the plan. I thank everyone for their contribution and seek their continued involvement.

The Strategic Plan provides the "blue print" to shape the future direction of Christmas Island, and takes a "whole of Island" perspective. It provides the long-term strategic direction for the entire Island, and identifies Council's role in leading the achievement of this on behalf of the community and all stakeholder.

The Strategic Plan will guide all Council decisions and all activities of Shire staff.

The Shire will provide regular communication to the community and key stakeholders on the progress being made in implementing the Strategic Plan.

The plan will be updated annually (with more frequent update's if necessary to reflect major changes for the Island) and these updates will be communicated to stakeholders and the community.

Gary Dunt
Chief Executive Officer

FOREWORD

MISSION STATEMENT

for the Shire of Christmas Island

**“Taking Christmas Island
into a unique and diverse future”**

THE UNIQUE AND DIVERSE CULTURE AND ENVIRONMENT of Christmas Island

Throughout the Strategic Plan the unique and diverse culture and environment of Christmas Island are emphasised. These, together, make Christmas Island a special place.

Community members provided details of "what makes Christmas Island a special place" as input to the Strategic Plan. The actual words of the community are presented below:

What makes Christmas Island a special place?

"The unique flora and fauna – the Island has been left alone for so long and species have developed like nowhere else in the world.

The Red Crabs, especially at migration time.

Birds, forest, peace.

The national parks. (65% of the Island is primary rain forest).

No poisonous animals.

The amazing coastline, the ruggedness, the shape of the Island.

The caves.

The phosphate.

Spectacular views.

The sunsets.

The crystal clear water – the swell.

The tropical climate – who wants to be cold?

No concrete jungle, no pollution, fresh air.

The unique community – the cultural diversity.

A tolerant society.

The mix of cultures – the food, the number of celebrations and festivals, the temples – the empathy people have for different cultures.

THE UNIQUE AND DIVERSE CULTURE AND ENVIRONMENT of Christmas Island

The genuine friendliness of the people and their pride in the Island.
People are glad to show off to visitors how special the Island is.

A small island, everyone knows each other.

A really nice community spirit – people get involved and do things together.

Its oddity and bizarreness – an Australian mining town on a tropical island in Asia – and all the contradictions and complexity which that implies.

The history.

The idyllic lifestyle – on holiday all the time.

Like having ten months of the year in paradise.

An ideal place to bring up young children – a fantastic, safe outdoor environment for kids.

The remoteness – there's no comparisons.

Sensational diving – some aspects are the best in the world.

Swimming, picnics, socialising.

Uncrowded as a tourist destination.

Never locking a house or a car.

The potential

The name.

It's my homeland.

Call it heaven."

VISION

The strategic planning process has provided the opportunity to begin the development of the long-term vision for Christmas Island, taking a twenty-year focus.

Such a vision must be able to capture the imagination and win the support of everyone on the Island. It should guide all activities relating to Christmas Island for all levels of government – Local, State and Commonwealth.

Such a vision should create confidence and optimism and build on the unique and diverse culture and natural environment of the Island.

It takes courage to build such a vision, recognising that words on paper are always a limited representation of the hopes and dreams of communities.

The first attempt at such a vision is as follows:

In twenty years time

The distinctive cultural harmony and the mix of peoples of Christmas Island will continue to set the Island apart from most other places in the world. The two major cultures of Chinese and Malay peoples will be preserved and continue to be enriched by people from many other backgrounds, drawn to the Island because of the way people live together in harmony in a safe lifestyle, rich in the celebration and enjoyment of traditional cultures.

The unique natural environment of Christmas Island will continue to be preserved and enhanced. It will be recognised worldwide as one of the earth's special places to be protected because of the rare and diverse species to be found here and the pristine environment, on the land and in the ocean.

Together the unique cultures and natural environment will position the Island to achieve a diverse and sustainable economic base and a thriving community, unique to Christmas Island.

In twenty years time both the mine and the space station will have closed. New areas of economic and export opportunity and community development will have been established in their place, with appropriate investment incentives. Ideas to be explored to achieve this future include:

- creation of Christmas Island as one of the world's most prestigious locations for eco tourism;
- development of distinctive tourist attractions appropriate to the Island's natural environment and cultural heritage, eg world-class walkways and interpretation trails; coastal viewing platforms for crab migration; an underwater tunnel at Flying Fish Cove reached by escalator; a diverse range of

VISION

cultural celebrations; and vibrant nightlife and entertainment options;

- positioning of Christmas Island as a centre of international finance;
- port facilities capable of handling cruise ships;
- beautification of the Island and development of facilities for both residents and visitors, including buildings, housing and accommodation appropriate to the climate and culture; foreshore and ocean recreational areas; a major leisure precinct; and an international standard golf course;
- facilities which attract events of international standing in sport, arts, culture and conventions;
- eradication of fruit fly and creation of new opportunities in horticulture and permaculture as commercial enterprise, as well as people growing their own produce for sale at colourful local markets;
- development of spectacular public gardens with tropical fruits;
- positioning of the Island as a centre for education and research, attracting international students and researchers - Key opportunities are likely be in secondary and technical education, marine research, and alternative energy sources (solar, wind, swell and thermal power);
- achievement of high standard telecommunications to enable online education and development of new technology-based enterprises;
- research, showcasing and export of tropical building design;
- introduction of innovative transport solutions for residents and visitors, such as a funicular railway; and
- positioning of Christmas Island as a great place to retire because of the safety, climate, harmony and beautiful natural environment, and developing housing and recreational facilities (such as lawn bowls) for retirees.

VISION

The development of these opportunities will have major flow on effects for the local community in terms of employment options, and the levels of services, facilities and community events which the Island will be able to fund from public and private sources. Key aspects will be the achievement of a full range of community services, including health, education and transport, shaped to the needs of the Island community, with attractive recreation, leisure and cultural places taking advantage of the spectacular scenery and natural environment.

There will be renewed confidence in the future, including for younger generations the opportunity to be able to choose a career on the Island.

These opportunities will lead to significant advantages for all levels of government and the reshaping of relationships between community and government, for mutual benefit. Key elements are expected to be:

- a continuing overarching Commonwealth role in representing the Island;
- Commonwealth responsibility for mainstream Federal Government services such as Immigration and Customs;
- enhanced frameworks for the delivery of typical State Government services to enable best value for money, shaping of services to meet Island needs, and community involvement and partnerships; and
- an increased leadership and service delivery role for the Shire.

The action required to work towards the vision is developed in each Key Result Area in the following sections of the Strategic Plan.

KEY RESULT AREAS

The delivery of the Strategic Plan is based around four Key Result Areas.

The first three Key Result Areas focus on delivering benefits for the community in relation to:

1. THE SOCIAL ENVIRONMENT
2. THE ECONOMIC ENVIRONMENT
3. THE PHYSICAL ENVIRONMENT

The fourth Key Result Area focuses on the way Councillors and Shire staff manage the operations of the organisation and the relationships with other levels of Government. This fourth Key Result Area has been called:

4. GOVERNANCE

For each Key Result Area we have identified:

- **Scope** of activities covered
- **Long-Term Strategic Direction** for the Island
- **The Role of Council** in achieving the Long-Term Strategic Direction
- **Objectives** (ie Council's aims in carrying out its Role)
- **Performance Measures** (ie how Council will measure progress towards achieving the Strategic Direction and Objectives)
- **Major Opportunities and Challenges** in achieving the Strategic Direction and Objectives
- **Strategies and Action Plans** (ie the new¹ initiatives of Council which will be implemented in order to achieve the objectives)

For each Action Plan we have identified:

- **Milestone Dates** (when the Action Plan, as described, will be completed)
- **Responsibility** (the member of the Council's management team who is responsible for coordinating the delivery of the Action Plan)

¹ The Strategic Plan concentrates on new initiatives and does not describe the many areas of ongoing service delivery by Council.

KEY RESULT AREAS

- **Resources Required** (The statement "Funding is available" indicates that Shire resources are available to carry out the Action Plan; "Funding is required" indicates that further funding needs to be sought from the full range of available sources)

The following abbreviations have been used in describing the person responsible for the Action Plan:

CEO	Chief Executive Officer
HRA	Human Resource Adviser
MCS	Manager, Community Services
MF	Manager, Finance
MPBH	Manager, Planning, Building & Health
MPS	Manager, Principal Works

The input from the community and the long-term vision for Christmas Island have shaped the content of each Key Result Area.

THE SOCIAL ENVIRONMENT

SCOPE

This Key Result Area covers all services required by the community of Christmas Island regardless of which level of Government delivers these services. They include:

- Recreation, entertainment and sport
- Health, public health, education, welfare, police, justice and legal services
- Transport – local and external – people and freight
- Waste management
- Technology and communications
- Heritage, museums, arts, culture and celebrations
- Libraries
- Aged care, child care, youth services
- Volunteer organisations
- Emergency services
- Community consultation
- Statutory services

LONG-TERM STRATEGIC DIRECTION

The long-term strategic direction for the Social Environment is to continue to enhance the range and quality of services for the benefit of Island residents.

Key aspects will be for the Council to take a wider role in working with the community in relation to the identification of community needs, decisions in relation to service delivery, and evaluation of outcomes.

Effective relationships between Council and Commonwealth and State Governments are a key element of the strategic direction.

THE SOCIAL ENVIRONMENT

THE ROLE OF COUNCIL

The role of Council is to work with Commonwealth and State Governments, community groups, individual community members and the business sector to ensure the required range of community services is available to meet community needs.

In some instances this will involve the Shire in the direct delivery of services, in others the Shire will act as community advocate.

OBJECTIVES

Council's objectives in relation to the Social Environment are to:

- ensure service delivery is linked to and supports the vision for Christmas Island;
- ensure the full range of community services are available to meet the needs of the community and that these services are delivered in a way which best meets the cultures and natural environment of Christmas Island;
- ensure appropriate avenues for community consultation in relation to the planning, delivery and evaluation of community services;
- foster opportunities for community celebration and the preservation and enhancement of community cultures; and
- create opportunities for involvement of community organisations and local businesses in contributing to the social environment.

THE SOCIAL ENVIRONMENT

PERFORMANCE MEASURES

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- the level of community satisfaction with the range and quality of community services available to the community (regardless of who delivers each service);
- the level of unmet community needs; and
- the extent to which service problems and unmet demand are resolved in a timely way.

MAJOR OPPORTUNITIES & CHALLENGES

The Island's major opportunities and challenges in relation to the Social Environment are:

- funding issues, including accessing the full range of available funding sources;
- the high cost of transport to and from the island for people and freight, and the overall difficulties in access to regular, reliable transport services;
- the critical importance of Commonwealth and State Governments, the Shire and the community working together to work towards the vision for the Island;
- key areas where there is a lack of expertise on the Island to deliver the required community services;
- gaps in required services, eg health services; and
- the dangers of apathy and low expectations, and the need for leadership and enthusiasm to keep progressing.

THE SOCIAL ENVIRONMENT

STRATEGIES & ACTION PLANS

Over the next five years Council will take the following action in relation to the Social Environment:

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 1 Introduce an enhanced framework for the planning, funding, delivery and evaluation of community services.</p> <p>Action Plans:</p> <p>1.1 Develop processes to work closely with the Commonwealth in relation to the planning, funding, delivery and evaluation of community services; and to address service gaps, eg in related to aged care and health care.</p> <p>1.2 Develop policy and procedures for consultation with the community in relation to community services.</p> <p>1.3 Develop Shire staff in planning, negotiation and consultation processes.</p> <p>1.4 Develop the role of Public Relations management to enhance community needs assessment, consultation, information sharing and partnerships with the community².</p> <p>1.5 Develop the capacity to identify and access the full range of funding sources available to Council.</p>	<p>Dec 2002</p> <p>Dec 2002</p> <p>Dec 2002</p> <p>Dec 2002</p> <p>Dec 2002</p>	<p>MCS</p> <p>MCS</p> <p>HRA</p> <p>HRA / CEO</p> <p>HRA / CEO</p>	<p>Funding is available</p> <p>Funding is available</p> <p>Funding is available</p> <p>Funding is required</p> <p>Funding is required</p>

² This position will also contribute to external marketing and promotion, as part of the Key Result Area relating to the Economic Environment.

THE SOCIAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 1 (cont.)</p> <p>1.6 Improve communication and resource sharing between Council and the Chamber of Commerce and other businesses.</p>	July 2003	CEO	Funding is required
<p>Strategy 2 Work closely with community groups to foster cultural activities and the arts on the Island.</p> <p>Action Plans:</p> <p>2.1 Create the linkages between the Strategic Plan and the Island's Culture Mapping and Culture Plans.</p> <p>2.2 Improve the planning and liaison with community groups in relation to community events and celebrations.</p> <p>2.3 Work with the Heritage Society to develop a governance history at Buck House.</p>	<p>Dec 2002</p> <p>Sep 2002</p> <p>Sep 2003</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Funding is available</p> <p>Funding is available</p> <p>Funding is required</p>
<p>Strategy 3 Improve the delivery of Shire services in order to meet community needs and priorities.</p> <p>Action Plans:</p> <p>3.1 Become an area of expertise in public health and enhance the promotion and delivery of public health programs.</p> <p>3.2 Develop a plan to enhance the delivery of library services, focusing on improved opening hours, services (including Internet), stock, and community access.</p>	<p>Dec 2003</p> <p>July 2003</p>	<p>MPBH</p> <p>MCS</p>	<p>Funding is required</p> <p>Funding is required</p>

THE SOCIAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 3 (cont.)</p> <p>3.3 In partnership with community groups, assist in developing accredited childcare facilities.</p> <p>3.4 Work with the community to introduce a Volunteer Sea Rescue Service.</p> <p>3.5 Introduce a user-pays community bus service.</p> <p>3.6 Enhance Council's role in recreation development in order to increase the range of recreation opportunities and enhance involvement of community and community groups.</p> <p>3.7 Develop and promote the range of youth activities, especially for Years 11 and 12 during school holidays.</p> <p>3.8 Further develop Council's Web Page to enhance communication with the community and enable electronic service delivery.</p>	<p>July 2003</p> <p>Dec 2002</p> <p>Dec 2002</p> <p>July 2003</p> <p>July 2003</p> <p>July 2004</p>	<p>MCS/MPBH</p> <p>CEO</p> <p>MCS</p> <p>MCS</p> <p>MCS</p> <p>MF</p>	<p>Funding is available</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is available</p> <p>Funding is required</p> <p>Funding is available</p>
<p>Strategy 4 Work with other levels of Government to enhance service delivery.</p> <p>Action Plans:</p> <p>4.1 Work with the Commonwealth Government to improve the affordability and accessibility of air services for passengers and freight.</p>	<p>Dec 2003</p>	<p>CEO</p>	<p>Funding is available</p>

THE SOCIAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 4 (cont.)</p> <p>4.2 Achieve enhanced telecommunications services, especially increased bandwidth (in order to enable such initiatives as online education and training, telemedicine, and video conferencing).</p> <p>4.3 Encourage introduction of a Health Board (or extended role for the Health Advisory Committee) and address outstanding community needs in relation to health services.</p>	<p>Dec 2003</p> <p>Dec 2003</p>	<p>CEO</p> <p>MPBH</p>	<p>Funding is available</p> <p>Funding is available</p>

THE ECONOMIC ENVIRONMENT

SCOPE

This Key Result Area covers economic development and the move towards overall self-sustainability of the Island, plus the financial viability and the move towards self-sustainability of the Shire. Aspects included are:

- development and implementation of plans for economic development and financial viability;
- development of small and big business – existing and new (including tourism);
- imports and exports;
- investment;
- incentives, including taxation;
- funding levels;
- costs of doing business; and
- relationships with business associations.

LONG-TERM STRATEGIC DIRECTION

The long-term strategic direction is to recognise that the mine will close some time during the next twenty years and to position Christmas Island to achieve a diverse and sustainable economic base, appropriate to the Island's culture and environment.

A range of appropriate investment and employment opportunities will be encouraged to achieve a prosperous future for the people of the Island, and to provide education and career options for the Island's young people.

THE ECONOMIC ENVIRONMENT

THE ROLE OF COUNCIL

The role of Council is to provide leadership and direction, working with the Commonwealth Government, businesses and community to achieve a secure and prosperous future for the people of Christmas Island.

Gaining the "hearts and minds" of the local community to support the vision for the Island and the economic development strategy is a critical role for Council.

OBJECTIVES

Council's objectives in relation to the Economic Environment are:

To work in partnership with the Commonwealth and WA State Governments, business and community to:

- harness the unique, distinctive and competitive features of Christmas Island, and the ingenuity and resources of the local people, in order to achieve economic growth;
- create opportunities and incentives for business growth, investment and employment;
- encourage a wide range of education, training and development opportunities for local people in order to build the Island's knowledge base, skills and expertise; and
- develop the overall self-sustainability of the Island and the Shire.

THE ECONOMIC ENVIRONMENT

PERFORMANCE MEASURES

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- level of growth in existing and new businesses on the Island;
- level and range of employment on the Island;
- level of education of the Island community;
- degree of economic independence of the Island; and
- degree of economic independence of the Shire.

MAJOR OPPORTUNITIES & CHALLENGES

The Island's major opportunities and challenges in relation to the Economic Environment are:

- the urgency to take action, given the closure of the Island's main source of employment, the mine, within the next twenty years;
- the importance of creating a diverse economic base of large and small enterprise, rather than relying entirely on single major industries or solutions which inevitably cause major distribution when they complete their task or fail;
- the critical need to gain commitment and action for the Island's vision and economic development strategy from the Commonwealth Government and local community;
- the opportunity to build on the passion, creativity and ingenuity of the local people to create a bright economic future for the Island, recognising their history in this regard in relation to the mine;

THE ECONOMIC ENVIRONMENT

- the opportunity to build sustainable economic development based on the Island's unique and distinctive characteristics – the beautiful tropical environment, rare species, safety, and diverse cultures of people living in harmony with rich traditions and celebrations;
- the urgent need to become more self-sufficient as an Island and Local Government, and less dependent on external grants and funding support;
- the limited availability of freehold land on the Island;
- the topography of the Island with limited development sites and little arable land;
- high freight costs;
- difficulties in accessing the Asian market because of limited air links;
- the current limited capacity of the Shire to borrow funds based on projections of future revenue, since future revenue is either limited or unsure³; and
- the need to carry out detailed financial planning to identify the current and future financial capacity of the Shire and the Island, based on the vision and economic development strategy.

³ The Western Australian Local Government Act does not allow Councils to borrow funds using community assets as security.

THE ECONOMIC ENVIRONMENT

STRATEGIES & ACTION PLANS

Over the next five years Council will take the following action in relation to the Economic Environment:

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 1 Gain commitment from the community and key stakeholders for the economic development strategies for the Island.</p> <p>Action Plan:</p> <p>1.1 Promote the Strategic Plan to the community and the Commonwealth and gain endorsement, commitment and involvement.</p>	Feb 2003	CEO	Funding is available
<p>Strategy 2 Create the financial, legal and land base for investment and economic development.</p> <p>Action Plans:</p> <p>2.1 Develop strategies to position the financial capacity of the community for the benefit of the Island, eg</p> <p>(a) Investigate establishing a community bank with the view to encouraging community use and transferring the Island's superannuation and other investments to the Bank.</p> <p>(b) Encourage the local community (and Islanders who live elsewhere) to invest in business opportunities on the Island.</p>	<p>Dec 2003</p> <p>Ongoing, review status Dec 2003</p>	<p>CEO</p> <p>CEO</p>	<p>Funding is available</p> <p>Funding is available</p>

THE ECONOMIC ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 2 (cont.)</p> <p>2.2 Work with the Commonwealth Government to promote existing taxation incentives (Special Zone A income tax, no GST, duty free), and introduce new taxation incentives.</p> <p>2.3 Work with the Commonwealth Government to apply Company Law so that businesses can be registered on the Island.</p> <p>2.4 Work with the Commonwealth Government to achieve timely development and introduction of a Land Use Policy and associated Land Release Program in order to make land available for business development.</p> <p>2.5 Investigate the viability of the Shire borrowing money to buy land for the purpose of stimulating economic development.</p>	<p>Dec 2003</p> <p>Dec 2003</p> <p>Dec 2002</p> <p>Dec 2002</p>	<p>CEO</p> <p>CEO</p> <p>MPBH/CEO</p> <p>CEO</p>	<p>Funding is available</p> <p>Funding is available</p> <p>Funding is available</p> <p>Funding is available</p>
<p>Strategy 3 Work with the Commonwealth, local businesses and the community to develop economic development plans appropriate to the specific strengths and competitiveness of the Island.</p> <p>Action Plans:</p> <p>3.1 Explore the potential of an extended SDA with the WA Department of Industry and Technology in order to gain expert assistance in the development and implementation of economic development strategy.</p>	<p>Dec 2002</p>	<p>MCS</p>	<p>Funding is available</p>

THE ECONOMIC ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 3 (cont.)</p> <p>3.2 Develop overall long-term financial plans for the Island with alternative scenarios for economic development, investment, wealth creation, and taxation contribution in order to achieve self-sustainability and financial independence for the Island.</p> <p>3.3 Develop long-term financial plans for Council, linked to the long-term financial plans for the Island, showing the pathways to increased self-sustainability and financial independence as a Local Government.</p> <p>3.4 Develop Council's staff resources and expertise in economic development and long-term financial planning.</p> <p>3.5 Develop industry specific economic development strategies for:</p> <ul style="list-style-type: none"> (a) Aquaculture and hydroponics (for the domestic market and export). (b) Eco tourism (high end); (c) Secondary education; (d) Research relationships with Universities (including a focus on marine research); (e) Technology-based businesses; and (f) Lifestyle (eg the attractions of living here and telecommuting; retirement; locating families here while working in Indonesia). <p>3.6 Create marketing and market development strategies, based on the strengths and competitiveness of the Island.</p>	<p>June 2003</p> <p>June 2004</p> <p>June 2003</p> <p>June 2003</p> <p>June 2003</p>	<p>CEO</p> <p>MF</p> <p>HRA</p> <p>CEO</p> <p>CEO</p>	<p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p>

THE PHYSICAL ENVIRONMENT

SCOPE

This Key Result Area covers all aspects of the built and natural environment of the Island, regardless of which level of Government has responsibility, and includes:

- **BUILT ENVIRONMENT**
 - all buildings, including housing, public buildings, community facilities and heritage buildings;
 - all infrastructure, including roads, footpaths, drainage, street lighting, wharf and jetties, airstrips and waste management facilities;
 - all public utilities, including water, power and telecommunications; and
 - town planning schemes and regulations relating to the built environment.

- **NATURAL ENVIRONMENT**
 - environmental protection;
 - rehabilitation;
 - all flora and fauna – land and ocean;
 - natural resources;
 - waste management and recycling.

LONG-TERM STRATEGIC DIRECTION

The long-term strategic direction for the Physical Environment is to achieve the appropriate balance between the built and natural environment in order to ensure the long-term sustainability of the Island – environmentally, economically and socially.

THE PHYSICAL ENVIRONMENT

All aspects of the built environment should be appropriate to the Island's vision, culture and natural environment.

There should be opportunities for government, community, community groups and businesses to contribute to the achievement of a wide range of quality community facilities which meet local needs.

Transfer of physical assets from the Commonwealth to the Shire will play a key role in Council taking a leadership role in relation to the built environment, with associated accountability.

Where major construction projects occur, opportunities should be sought to achieve maximum local benefit, for example, in terms of local employment opportunities and enhancement of community facilities.

THE ROLE OF COUNCIL

The role of Council in relation to the Physical Environment is to work in partnership with key stakeholders, providing leadership and guidance via:

- the Town Planning Scheme and related regulations and standards for the Island;
- a promotional, educational and enforcement role in relation to the natural environment; and
- a funding role in seeking all available funding sources and resourcing opportunities to meet the community's needs for the physical environment, including assisting community groups to identify and access funding sources.

THE PHYSICAL ENVIRONMENT

OBJECTIVES

Council's objectives in relation to the Physical Environment are to:

- facilitate the development of facilities and infrastructure to meet the needs of the local community, tourists and visitors, in line with the vision for the Island;
- guide the overall style and presentation of the Island's built environment in line with the Island's vision, culture and natural environment;
- ensure Shire facilities and infrastructure are maintained to an appropriate standard; and
- work in partnership with the community and key stakeholders to protect and enhance the Island's natural environment.

PERFORMANCE MEASURES

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- the level of community satisfaction with the range and quality of community facilities and infrastructure;
- the level of unmet community needs in relation to the built environment;
- the extent to which unmet community needs are resolved in a timely way;
- level of use of community facilities;
- indicators of quality of the natural environment; and
- community, stakeholder and visitor feedback to determine the extent to which the natural and built environment supports the Island's economic development strategy.

THE PHYSICAL ENVIRONMENT

MAJOR OPPORTUNITIES & CHALLENGES

The Island's major opportunities and challenges in relation to the Physical Environment are:

- the capacity to fund the community's expectations in relation to facilities and infrastructure, and the need to access all available funding sources, including contribution from community, community groups and businesses;
- limitations of the current approach to heritage precincts and the need to review heritage requirements once the Island's Town Planning Scheme is adopted;
- the need to improve the overall framework for decision making in relation to the natural and built environment, involving the Commonwealth Government, Council and community; and
- the limited availability of land.

THE PHYSICAL ENVIRONMENT

STRATEGIES & ACTION PLANS

Over the next five years Council will take the following action in relation to the Physical Environment:

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 1 Position the Council to provide overall leadership and management of the built environment on the Island.</p> <p>Action Plans:</p> <p>1.1 Work with the Commonwealth Government to achieve timely transfer of assets (community facilities and infrastructure) to Council, with provision for these assets to be to an appropriate standard to meet community needs.</p> <p>1.2 Finalise and implement the overall Town Planning Scheme for the Island.</p>	<p>June 2003</p> <p>Dec 2002</p>	<p>CEO</p> <p>MPBH</p>	<p>Funding is required</p> <p>Funding is available</p>
<p>Strategy 2 Develop and enhance facilities and infrastructure to meet community needs and priorities and support economic development strategies.</p> <p>Action Plans:</p> <p>2.1 Develop a strategic plan and associated resourcing model for recreation facilities, including:</p> <ul style="list-style-type: none"> ▪ skate park ▪ outdoor entertainment area ▪ recreation centre ▪ swimming pool ▪ recreation areas at public open spaces and beaches, with facilities for children and families (including playgrounds, barbecues and shade). 	<p>June 2002</p>	<p>MCS/MW/MPBH</p>	<p>Funding is required</p>

THE PHYSICAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 2 (cont.)</p> <p>2.2 Complete the East Coast Beaches upgrade and construct the boat ramp.</p> <p>2.3 Create a Senior Citizens Centre.</p> <p>2.4 Secure land and construct additional public toilets.</p> <p>2.5 Develop and implement a construction program for signage, footpaths and cycle paths, including connecting paths between settlements (as part of the Works Program).</p> <p>2.6 Work with the Commonwealth Government to develop cruise ship facilities.</p> <p>2.7 Develop and implement a maintenance and enhancement program for community facilities.</p>	<p>Dec 2003</p> <p>June 2003</p> <p>2004</p> <p>Ongoing</p> <p>Dec 2004</p> <p>Dec 2002 & Ongoing</p>	<p>MPW</p> <p>MCS</p> <p>MPBH</p> <p>MPW</p> <p>CEO</p> <p>MPW</p>	<p>Funding is available</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p>
<p>Strategy 3 Protect and enhance the natural environment.</p> <p>Action Plans</p> <p>3.1 Work with the Commonwealth Government to develop plans for the longer-term rehabilitation of mine facilities at the wharf and overall foreshore development.</p> <p>3.2 Develop and implement policy and plans for stormwater and erosion control (including impact on marine life).</p>	<p>2006</p> <p>Dec 2003</p>	<p>MPBH</p> <p>MPBH & MPW</p>	<p>Funding is required</p> <p>Funding is required</p>

THE PHYSICAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 3 (cont.)</p> <p>3.3 Introduce the new waste transfer site.</p> <p>3.4 Introduce a recycling program.</p> <p>3.5 Introduce a Shire market garden.</p> <p>3.6 Carry out an asbestos audit and take appropriate action.</p> <p>3.7 Develop policies and programs to deal with scrap metal (eg a levy on new motor vehicles).</p>	<p>June 2003</p> <p>Dec 2003</p> <p>Dec 2003</p> <p>Dec 2002</p> <p>Dec 2002</p>	<p>MPBH</p> <p>MPBH</p> <p>MPBH</p> <p>MPBH</p> <p>MPBH</p>	<p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p>
<p>Strategy 4 Work with the Commonwealth Government to be proactive in planning for the impacts of major construction projects (such as the space station, resort, refugee processing facility, and major Shire projects).</p> <p>Action Plans</p> <p>4.1 Access the appropriate expertise and carry out social impact studies.</p> <p>4.2 Take a lead role in working with key stakeholders and community to address the impacts.</p> <p>4.3 Identify opportunities for long-term community benefit from construction projects (eg construction camps become school camps, extension of utility infrastructure for community benefit).</p>	<p>As required</p> <p>As required</p> <p>As required</p> <p>June 2003</p>	<p>CEO</p>	<p>Funding is required</p>

THE PHYSICAL ENVIRONMENT

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 4 (cont.)</p> <p>4.4 Market the skills of the Shire and the community to increase the local employment opportunities from construction projects.</p> <p>4.5 Introduce policies for developer contributions to Council.</p>	As required	CEO	Funding is required

GOVERNANCE

SCOPE

This Key Result Area covers all governance and management activities of Councillors and Shire staff, including:

- Strategic planning and reporting
- Code of Ethics for Councillors and Shire staff
- Policies
- Local laws
- Council elections, meetings and functions
- Human resource management
- Asset management
- Financial management
- Information Technology management
- Organisational development
- Performance management
- Relations with Government bodies and other key stakeholders

STRATEGIC DIRECTION

The strategic direction is for the Shire to have in place the skills, resources and capacity to carry out the required leadership role to achieve the long-term vision for Christmas Island and implement the Strategic Plan.

GOVERNANCE

THE ROLE OF COUNCIL

Council's role is to:

- provide leadership, and work in partnership with community and key stakeholders, to achieve the overall strategic direction for Christmas Island; and
- operate effectively as a Local Government organisation for the benefit of the people of Christmas Island.

OBJECTIVES

Council's objectives in relation to the Governance are to:

- provide good governance in line with the requirements of the Local Government Act and the culture of the Island;
- work in partnership with, and represent the interests of, the people of Christmas Island in order to achieve the vision for the Island;
- create effective relationships with the Commonwealth Government, WA State Government and other key stakeholders in order to work together to achieve the vision for the Island; and
- effectively manage the resources of the Shire in line with the objectives of the Strategic plan.

PERFORMANCE MEASURES

Council will measure progress in achieving the above objectives by gathering and analysing information with regard to:

- level of community and stakeholder satisfaction with the governance activities of Council;
- level of statutory compliance by Council;

GOVERNANCE

- the state of Council's relations with other Government bodies and other key stakeholders;
- level of satisfaction of Shire staff with the working environment; and
- Council's capacity to fund the strategic plan.

MAJOR OPPORTUNITIES & CHALLENGES

Council's major opportunities and challenges in relation to the Governance are to:

- work with the Commonwealth Government and other key stakeholders to establish the relationships and planning frameworks required to implement the Strategic Plan;
- develop the skills and expertise in Councillors and Shire staff to implement the Strategic Plan; and
- realign all activities of the Shire towards the achievement of the Strategic Plan, including all other policies and plans, the organisation structure and roles of staff, meeting structures and performance criteria.

GOVERNANCE

STRATEGIES & ACTION PLANS

Over the next five years Council will take the following action in relation to Governance:

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 1 Further develop Council's strategic planning processes.</p> <p>Action Plans:</p> <p>1.1 Develop the annual planning cycle, showing linkages to the Strategic Plan and its regular update.</p> <p>1.2 Update other Shire plans to be in line with the Strategic Plan (with priority to align the Principal Activities Plan and Budget).</p> <p>1.3 Align agendas of Council and management meetings to focus on monitoring progress against Strategic Plan milestone dates.</p> <p>1.4 Introduce processes to gather information in relation to the performance measures in the Strategic Plan and report results to the community.</p> <p>1.5 Improve delivery of information to the community, including progress in implementing the Strategic Plan.</p>	<p>Nov 2002</p> <p>Aug 2002 (completed)</p> <p>Dec 2002</p> <p>Dec 2002</p> <p>Dec 2002</p>	<p>CEO / HRA</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Funding is available</p> <p>Funding is available</p> <p>Funding is available</p> <p>Funding is required</p> <p>Funding is available</p>

GOVERNANCE

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 2 Introduce a program of organisational development, linked to the Strategic Plan.</p> <p>Action Plans:</p> <p>2.1 Review and redefine the organisation structure and internal relationships to best position Shire staff to deliver the Strategic Plan.</p>	Sep 2002	CEO / HRA	Funding is available
<p>Strategy 3: Continue to enhance Council's local laws, policies and management processes.</p> <p>3.1 Establish a policy framework for the Shire.</p> <p>3.2 Complete the program of review of local laws.</p> <p>3.3 Improve agendas, minutes and reports to Council.</p> <p>3.4 Promote the Code of Conduct for Councillors and Shire staff to the community (including translation into the major languages of the Island).</p> <p>3.5 Complete the induction manual for Councillors and Shire staff.</p> <p>3.6 Continue to enhance Human Resource Management practices, including:</p> <p>(a) Completion of Job Descriptions.</p> <p>(b) Completion of Performance Criteria (linked to the Strategic Plan).</p>	Dec 2002 (completed)	HRA	Funding is available
	Dec 2003	MPBH / MW	Funding is available
	July 2002 & ongoing	CEO	Funding is available
	Sep 2002	HRA	Funding is available
	Oct 2002	HRA	Funding is available
	Aug 2002	HRA	Funding is available

GOVERNANCE

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
Strategy 5 Position Councillors to take on the expanded role of Council as identified in the Strategic Plan. Action Plans: 5.1 Offer a comprehensive program of training and development for Councillors, linked to the Strategic Plan requirement and the Local Government Act. 5.2 Introduce Portfolio responsibilities for each Councillor.	Dec 2002 Dec 2002	CEO CEO	Funding is required Funding is available

GOVERNANCE

Strategies & Action Plans 2002 - 2006	Milestone Date	Responsibility	Resources Required
<p>Strategy 3 (cont.)</p> <p>(c) Implementation and update of the Training Needs Analysis.</p> <p>3.7 Negotiate a new Award and Agreement Conditions.</p> <p>3.8 Develop asset management plans for all categories of Shire assets.</p> <p>3.9 Improve records management processes.</p> <p>3.10 Document procedures and processes for budgeting.</p>	<p>July 2002 (completed)</p> <p>Dec 2002</p> <p>Dec 2003</p> <p>July 2002 (completed)</p>	<p>HRA</p> <p>MF/MPBH</p> <p>CEO</p> <p>MF</p>	<p>Funding is required</p> <p>Funding is required</p> <p>Funding is required</p> <p>Funding is available</p>
<p>Strategy 4 Enhance Council's relationships with key stakeholders.</p> <p>Action Plans:</p> <p>4.1 Develop an overall framework for planning and communication with the Commonwealth Government and community, linked to the Island's vision and Strategic Plan.</p> <p>4.2 Work with the Commonwealth Government to develop an overall framework to link delivery of SDAs to the Island's vision and Strategic Plan.</p> <p>4.3 Identify common issues and resource sharing opportunities with Cocos Island.</p>	<p>Dec 2002</p> <p>Dec 2002</p> <p>Dec 2002</p>	<p>CEO</p> <p>CEO/MCS</p> <p>CEO</p>	<p>Funding is available</p> <p>Funding is available</p> <p>Funding is available</p>

LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
HRA	HR Adviser
MCS	Manager, Community Services
MF	Manager, Finance
MPBH	Manager, Planning, Building & Health
MPS	Manager, Principal Works