# Cairns Regional Council

## Sports, Arts, Culture & Community Services Committee

**16 July 2008**

**8:30 A.M.**

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MAJOR PROJECTS STATUS REPORT – COMMUNITY & CULTURAL SERVICES

Brad Finegan: 1/3/81-22: #1690421v4

RECOMMENDATION:

That Council note the status of major capital works projects being undertaken by Project Services Branch on behalf of Community & Cultural Services Department.

INTRODUCTION:

The following update is provided on current major projects being managed by Project Services.

Project: BARLOW PARK UPGRADE STAGE 4

Project Client: Dalitta Ash

Project Manager: Bob Campbell

Lead Consultant: Woodhead Pty Ltd

Scope of Works: To provide enhancements to the park that addresses the safety, management and facilities for patrons of Barlow Park including new amenities/entry facilities and access stairs to southern mound.

Key Achievements:

- SRQ funding of $1,637,162.00 obtained.
- Woodhead engaged for concept development - finalised November 2006.
- Woodhead Pty Ltd awarded tender for Detailed Design and Documentation in January 2007 for $206,935.00 excluding GST.
- Design finalised and Tender for Construction June 2007.
- Tenders analysed and reported to Special Meeting 16 August 2007.
- CMC Cairns Pty Ltd awarded contract and Letter of Acceptance issued 31 August 2007.
- Separable Portions A & B incorporating the Scott Street Public Entry and Ticket Booth plus Spectator Mounds were accepted as Practically Complete to allow arranged football games to be held.
- The new access way to Severin/Spence Street frontages are now complete.
Issues:
- Need to comply with grant conditions/deadlines.
- Need to take into account major sporting events.
- Contractual issues have increased Council’s contract administration costs.
- Ongoing material supply and labour shortages including the extensive number of wet weather days have impacted on the timely completion of this project.
- Special arrangements have been made with the Contractor to allow events to be held prior to contract completion.
- Material supply of special fittings continues to impact on completion of the works.

Future Milestones:
- Building work along Spence Street frontage containing Ticket Booths, Ablutions and Kiosk Facilities are nearing completion.
- Contractor's program states completion by 18 July 2008.

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Project: REDLYNCH COMMUNITY SPORTING FACILITIES

Project Client: Dalitta Ash

Project Manager: Heather Vaughan

Scope of Works: Construction of a multi purpose outdoor sporting facility incorporating netball courts, sports fields and amenities building.

Key Achievements:
- Discussions have taken place between CCC and School and Diocese to confirm the scope of works and consultation procedures.
- Design consultancy awarded to Flanagan Consulting Group.
- Recommendation to award construction to Koppen Developments for $1,921,000.00 excluding GST passed at Council Ordinary Meeting on 28 February 2008.
- Development Approval obtained.
- Approval to proceed to construction received from SRQ.
Issues:
- Need to comply with SRQ guidelines especially with regards to items ineligible for funding.
- Delays in SRQ funding approvals have caused impacts on project completion times.
- Ergon requirements have resulted in $50,000 of additional costs which may necessitate reducing the standard of the lower field or implementing cost savings.
- Contractor has been slow to start works on site, which may impact on delivery date.

Future Milestones:
- Construction of amenities and field surfacing by September 2008.

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Project: CAIRNS REGIONAL TENNIS FACILITY

Project Client: Dalitta Ash

Project Manager: Heather Vaughan

Scope of Works: Construction of 12 International Tennis Federation compliant courts including a "show" court and club house and the demolition of the existing tennis courts.

Key Achievements:
- Funding Approval received from Sport and Recreation Queensland and Tennis Queensland.
- Development of the Project Concept Plan.
- Establishment of the Project Team.
- Development of design documentation commenced May 2008.
- Funding Agreement signed by Council in June 2008 (# 1739474).

Issues:
- Need to comply with the funding agreement with regard to items that are ineligible for funding.
- The funding agreement was delayed by Sport and Recreation Queensland and Tennis Queensland (received 23 April 2008).
- Approvals required from authorities and planning approval.
Future Milestones:
- Subject to obtaining all approvals and to accommodate current site usage works to commence on site in September 2009 with funding agreement requiring project completion by June 2010.

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Additional funding of $500,000 ($350,000 from Sport and Recreation Qld and $150,000 from Council) was requested to cover cost escalations attributable to the 12 month delay in the project. Verbal advice has been received advising that additional funding is not available at this stage.

Further funding of $250,000 is included in the draft 2008-09 Capital Works Budget to cover related surface improvement works on the adjoining sports reserve to the east of Lake Street. These works will minimise disruption to the hockey and vigoro playing seasons.

Project: BOTANIC GARDENS/TANKS/CENTENARY LAKES
MASTER PLAN IMPLEMENTATION

Project Client: Leslie Sparkes

Project Manager: Kathryn Johnson

Lead Consultant: EDAW Gillespies


Key Achievements:
- Realignment of Collins Avenue complete.
- Tank 1 removed.
- House at No. 16 Collins Avenue removed.
- Visitor Centre tender cancelled.
- Precinct named officially as "Cairns Botanic Gardens".
Issues:
Funding:

- Scope review for Phase 1 "Priority" undertaken to meet available budget.
- **Detailed design and scope of Phase 1 works – significant delays with contractors; scope reduction forced by higher costs**: finalised June/July 2006; but given cost escalations, the achievement of all Phase 1 works not possible; also negatively impacted by the:
  - reduced level of RCP 2 funding ($6m down to $4.5m); re $6m see #1180058;
  - blow-out in cost of Collins Ave re-alignment (>1m)
- A revised schedule of works was agreed at Project Control Group meeting 18 March 2008. *This schedule is shown below in Future Milestones section.*

$1.0m to be sourced from 08/09 Capital Budget.

Whitfield House:
- Whitfield House formal access unresolved. “Temporary” access to be provided to allow for construction of Visitor Centre.

**Future Milestones:**

- Realign Collins Ave incl. landscaping $5,800,000 Completed
- Visitor Centre/Admin bldg $2,500,000 Pending adjusted scope
- Phase 1 artwork $25,000
- Macdonnell St treatment $250,000 (interim works) By August 08
- Promenade landscaped walk $150,000 (interim works) By August 08
- Intersection works $85,000 (interim works) By July 08
- Construct Tank 1 carpark $250,000 (interim works) By August 08
- Tanks Access Road $280,000 Pending adjusted scope
- Visitor Centre Landscaped court yard $50,000 Pending adjusted scope

- **Carnival on Collins - 7 September 2008.**
Financial Data:
G'n'A relocation capital works:
- $1.63 Million was allocated in the 2003/2004 Budget for Graft'n'Arts related capital work - this assumed 20% of the $1.7 Million ($272,000.00) is to be sourced from the Local Governing Bodies Capital Works Subsidy Scheme (LGBCWSS), with the balance of $1,360,000.00 from revenue.

Redevelopment of the Botanic Gardens and Tanks:
- Approval for RCP1 funding of $1.95 Million.
- Council's contribution of $1.95 Million from revenue.
- Additional allocation of $400K from revenue in 2006/2007 for replacement of Tank 3 roof.
- Approval for RRCP2 funding of $1.5 Million.
- Council's contribution of $3 Million from revenue.

Project: ENDEAVOUR PARK CARPARKING
Project Client: Dalitta Ash
Project Manager: Andrew Baxter
Scope of Works: Implementation of Endeavour Park Master Plan
Key Achievements:
- Construction of car park now effectively complete with landscaping and additional lighting outstanding.

Issues:
- Street lighting design approved by Ergon currently with Cairns Works for pricing.
- Landscaping on hold until lighting works undertaken.

Future Milestones:
- Street lighting and landscaping to be completed by end of August 2008.

Financial Data:
Available Funding - $1.25m
Project: BOTANIC GARDENS VISITOR CENTRE

Project Client: Leslie Sparkes

Project Manager: Kathryn Johnson

Scope of Works: Construction of the Visitor Centre and associated operations buildings as part of the Botanic Gardens Master Plan

Key Achievements:
- LGBCWSS (Local Governing Bodies' Capital Works Subsidy Scheme) funding received.
- Contract No. 55198 cancelled and Tenderers advised.

Issues:
- $1 Million to be sourced from 2008/09 Capital Budget.
- Implications on LGBCWSS of not proceeding with Hubs to be investigated.

Heritage Issues:
- Approval received for entry on to Heritage Register of small piece of land east of Tanks to enable relocation of foam tank.
- Development Approval received for foam tank relocation.

Future Milestones:
Review scope of works for visitor centre for a budget of $2.5 Million. This process will commence once budget is approved in July 2008.

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Project: PALM COVE CARAVAN PARK AND OFFSTREET CARPARK REDEVELOPMENT PROJECT

Project Client: Dalilta Ash

Project Manager: Kathryn Johnson

Scope of Works:
- Upgrade of both caravan park and off-street carpark facilities at northern end of Palm Cove.
- Upgrade of foreshore facilities between the caravan park and beach.
- Identification of an appropriate commercial use for the lease holding bordering the carpark.
Key Achievements:
- Concept Plan and Options Report received (#1434546).
- Redevelopment based on existing site layout approved by Council on 31 May 2007 (#1443502).
- Schedule and scope have now been re-set following the Council decision of May 2007.
- Survey plans delineating the new boundary between Lot 122 (car parking) and Lot 242 (caravan/camping) have been prepared and an application for boundary change sent to DNRW.
- Expression of Interest currently out to tender.

Issues:
- Council’s Project Services have been engaged and are currently drafting a schedule of works based on a Project Charter (#1611312) submitted by the asset owners.
- Issues to resolve before a schedule can be finalised include:
  - clarification of any EPA constraints and processes associated with development on the foreshore – clarification of any Cairns plan constraints and processes associated with development on the site.
- The exact scope of works inside and outside of the caravan park will be determined after planning constraints have been clarified (with Council, DNRW and EPA) and the completion of an EOI process for the redevelopment and management of the caravan park; the scope of foreshore works may be impacted by the EOI submissions.

Future Milestones:
- Future milestones are dependent on approval process for Development applications (CCC, EPA), Land Management Plan and sub-lease arrangements (DNRW).
- Shortlist tenders from EOI applicants January 2009.
- Award contract May 2009.
- Sub-lease approval June 2009.
- DA lodged by Contractor July 2009.
- Construction to commence September 2009.

NB: If construction cannot commence by September 2009 consideration to defer until April 2010.

Financial Data:
- Council’s costs associated with the “commercial” site within the area have increased from $16,000 pa to $48,000 pa from 2005-06 following land valuation increases. Recent valuation now increased to $72,500p.a.
- $100,000+ spent on planning studies, studies to identify options in 2005-06 & 2006-07.
● An amount of $200,000 (revenue funded) has been identified in the 2007-08 Capital Works Program for EOI process and design work; an amount of $800,000 (revenue funded) has been listed in 2007-08 for Marlin Coast Rec Plan implementation – to be carried over in 2009-10.
● The adequacy of these budget allocations will only become known when the scoping works are completed following the EOI process.

BRAD FINEGAN
Manager Project Services

IAN LOWTH
General Manager Community & Cultural Services
MAJOR PROJECTS STATUS REPORT – COMMUNITY & CULTURAL SERVICES – DEPARTMENT MANAGED

Kerrie Still: 1/53/1-07: #1727574v1

RECOMMENDATION:

That Council note the status of major projects being undertaken and managed by staff of Community and Cultural Services Department.

INTRODUCTION:

The following update is provided on current major projects being managed by staff of the Community and Cultural Services Department.

Project: Construction of the Stratford Branch Library

Project Manager: Kerrie Still

Lead Consultant: Stephenson & Turner International Architects

Scope of Works:
To demolish and rebuild the Stratford Library including a new public meeting facility and new public amenities.

Key Achievements:
- Refer to Strategy docs:
- #1697622 and Council resolution 22 May 2008
- #1227945 and Council resolution 31 August 2006
- Staged Budget allocation $1,610K – 2006/07/08
- Completion of concept and design phase May 2008
- Tender advertised 21 and 24 May 2008
- Tender closure date Thursday 12 June 2008

Issues:
- The car parking facilities on Stratford Parade included in the original Stratford Project Scope are under review due to the mature trees, and Ergon Energy guyed pole in situ upon the proposed car park location.
- The Scope has been reduced to exclude the car park development temporarily until the Library demolition and reconstruction is complete.
Future Milestones:
- Tender evaluations 17/18 June 2008
- Report to SACCS Committee meeting 16 July 2008
- Appointment of successful tenderer
- Completion of Project
- Launch of new Library services and facilities

Financial Data:

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Project: **Earlville Library Relocation Project**

Project Manager: Kerrie Still

Scope of Works:
- Design and construct a new Library @ shop 128 Stockland Centre Cairns.
- Demolish old Library @ shop 065
- Relocate Library operations to shop 128
- Review and negotiate new Lease arrangements for new Library site

Key Achievements:
- Refer to Strategy docs:
  - #1697622 and Council resolution 22 May 2008
  - #1227945 and Council resolution 31 August 2006
- Completion of concept and design phase May 2008
- Stockland Properties developer contribution of $904,261 to complete the relocation (#1725909)
- Stockland’s appointment of Stephenson & Turner International to design and prepare tender documentation in consultation with Council
- Adoption of Report to SACCS Committee 19 June 2008 with key recommendations

Issues:
- Need to comply with State Library of Queensland (SLQ) Standards
- Meeting Stockland time frames
- Quality control of fit out
- Reduce practical relocation time to one week
- Minimise inconvenience to Library customers during relocation process
- Providing the resources to complete the Project in line with Stockland program of works
Future Milestones:
- Approval of Council Report to the SACCS Committee 19 June 2008
- Engagement of building contractor by Stockland
- Council’s possession of new site – 7 July 2008
- Practical Completion of fitout
- Occupation of site on or before 8 September 2008
- Completion and Council adoption of lease negotiations

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Project: World Health Organisation (WHO) Safe Communities Program

Project Manager: Pam Maher

Project Plan Doc #: 1425269

Scope of Works:
For Cairns to achieve and maintain World Health Organisation accreditation as an International Safe Community by:

- Coordinating Council programs and initiatives that support a healthier and safer Cairns.
- Working with government, non-government and community organisations to achieve the following vision: 'That Cairns will be locally, nationally and internationally recognised as a city that is both safe and perceived to be safe. It will be noted for its innovative, effective, collaborative, and sustainable approach to safety issues.'
- Develop effective systems and provide adequate resourcing to collect and analyse data to support decisions that make Cairns healthier and safer
- Meeting and maintaining the six key Criteria prescribed by World Health Organisation for accreditation as an International Safe Community (ref. #1224313)
Key Achievements:

- **Safety Issue Teams (SIT’s):**
  - **Crime Prevention SIT** - Council has agreed to sign the ‘Building Safe Communities Action Team’ (BSCAT) joint agreement between CRC and Qld Government. The Statement of Intent was approved at the 19/6/08 SACCS committee meeting. This partnership with the Qld Police Service forms an integral part of our Safe Communities Program and will greatly enhance the range of safety initiatives that the Crime Prevention SIT will undertake.
  
  - **Road Safety SIT** – Meeting of Far North Qld. Road Safety Working Group held on 29/5/08. Strategies to reduce motor cycle accident rates have been successful. Priorities for region are bicycle users and pedestrian safety, as well as young adults and inexperienced road users (including tourists/visitors) and alcohol/drug related crashes.

- **Cairns Safe Communities application for World Health Organisation Accreditation as an International Safe Community** was dispatched on 7 July 2008 to:
  - Henk Harberts and Dr. Dale Hanson (representing Australian Safe Communities Foundation – the WHO endorsed certifying body);
  - Meegan Brotherton, Secretary, Australian Safe Communities Foundation;
  - Professor Leif Svanström, WHO Collaborating Centre on Community Safety Promotion, Karolinska Institutet, Sweden;

- Safety initiatives that will be showcased in site visit are still being discussed and prioritised (#1680357).
- Council safety initiatives are gradually being branded with Safe Communities identifier and displayed throughout the wider community.

Issues:

- Following meeting of 4 June with Councillors to discuss appointment of a ‘champion’ for Safe Communities, confirmation of who will fulfil this role is required.
- A communication and media strategy is required in preparation for our Safe Communities accreditation. There have already been items on local radio and press, and a planned response is needed.

Future Milestones:

- Presentation ‘Partnerships in Prevention – the Safe Communities Model’ to be given at Queensland Suicide & Self-Harm Prevention Conference, Cairns, on 24 July 2008.
- Site visit by Henk Harberts and Dr. Dale Hanson from the Australian Safe Communities Foundation is confirmed for 28 and 29 August 2008. Discussions are in process regarding the possibility of an informal welcome reception (28/8) being held at Council to provide opportunity of them meeting Mayor, Councillors and appropriate Council staff and community stakeholders.
‘Safety is….enhanced when people feel proud of their community and have a strong sense of belonging; …..it involves more than just preventing crime and disorder (Rahim 2005). Council have also recognised that to be an attractive destination for immigrants and visitors, and offer a high quality of life to residents, it is critical that a reputation of being a safe city is maintained or enhanced.’


Kerrie Still
Manager Libraries

Jennifer Hunter
Manager Sport, Recreation & Community Development

IAN LOWTH
General Manager Community & Cultural Services
SPORTS, ARTS, CULTURE & COMMUNITY SERVICES COMMITTEE
16 JULY 2008

ADVANCE CAIRNS – RESOURCE AND PERFORMANCE AGREEMENT
FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2011

Helen Tarrant: IL/ht: 1/8/1-02: #1745042

RECOMMENDATION:

That Council approve the attached Resource and Performance Agreement with Advance Cairns for the period 1 July 2008 to 30 June 2011, as negotiated with Advance Cairns by the Mayor and Chief Executive Officer.

INTRODUCTION:

This report addresses the requirement to put in place from July 2008 a new Agreement to cover the operational and funding relationship between Cairns Regional Council and Advance Cairns.

BACKGROUND:

At Council’s Ordinary Meeting of 24 April 2008, the attached Resource and Performance Agreement for the period 1 July 2008 to 30 June 20011 was endorsed and authority delegated to the Mayor and Chief Executive Officer to negotiate, approve and sign this Agreement with Advance Cairns Limited, subject to the final Agreement being brought back to Council for approval prior to signing.

ATTACHMENT:

Resource and Performance Agreement with Advance Cairns for the period 1 July 2008 to 30 June 2011 (#1741674).

Helen Tarrant
PA to GM

Ian Lowth
General Manager Community & Cultural Services
Resource and Performance Agreement

1 July 2008 to 30 June 2011

Between

Cairns Regional Council
and
Advance Cairns Limited
ACN 098 379 572
1. Cairns Regional Council  
PO Box 359  
CAIRNS QLD 4870

AND

Advance Cairns Limited  
PO Box 3065  
CAIRNS QLD 4870

A.C.N. 098 379 572

2. Purpose of Agreement

This document represents a mutual agreement between Cairns Regional Council (Council) and Advance Cairns Limited (Advance Cairns) establishing the nature, extent, quality and cost of core Advance Cairns services. The function of this Agreement is to establish the level of funding provided by Council and the minimum performance and reporting to be provided by Advance Cairns.

3. Period of Agreement

This Agreement is for the period 1 July, 2008 to 30 June, 2011.

4. Outcomes Sought by Cairns Regional Council

Council seeks to work in partnership with Advance Cairns to facilitate sustainable economic growth for the region.

Council through previous corporate planning efforts had identified the following economic development goal: "The community needs a healthy regional economy including more jobs in Cairns to match the growing population, with jobs to be more varied and better paid overall". It also targets a series of more detailed outcomes that underpin this goal:

- An increase in the total number of jobs available (on an ongoing basis) to people living in the City, townships and region, ideally with the rate of increase exceeding the rate of growth in the population.
- More diverse urban and rural economies, with diversity reflected in a greater number of industry types represented and a greater presence of technology based and education based industries requiring more highly skilled employees.
- Economic development decision making that has greater regard to the sustainable use of natural resources.
- Consolidation and strengthening of the tourism and sugar industries in the region.
- An expanded and enhanced public infrastructure and service base that offers greater support for the growing economy.
A number of defined employment centres in the City of Cairns with a clear focus on areas of competitive advantage.

Cairns Regional Council will seek the assistance of Advance Cairns to achieve the goals and outcomes through the Resource and Performance Agreement, to the extent that the goals and outcomes are consistent with the vision and mission of Advance Cairns.

The Advance Cairns Vision is:

- To develop a vibrant and sustainable regional economy that promotes and facilitates diverse employment, growth, social and lifestyle opportunities.

The Advance Cairns Mission is:

To contribute to sustainable economic growth in Far North Queensland by:
- Coordinating the efforts of regional organisations;
- Facilitating new and existing business development; and
- Advancing the profile, needs and opportunities of the Region.

Performance Measures

Under this Agreement Advance Cairns will be required to assess and report its performance in relation to its mission. The following performance measures will be used in carrying out this assessment and reporting.

1. The average level of satisfaction of Board members with the nature and quantum of activities undertaken by Advance Cairns in the preceding 12 months (assessed in June each year) in relation to
   a. Coordinating the efforts of regional organisations;
   b. Facilitating new and existing business development; and
   c. Advancing the profile, needs and opportunities of the Region.

2. Percentage of activities planned for the year that are completed satisfactorily (assessed in June each year in relation to the preceding year’s annual Business Plan - refer s.6 below).

5. Agreed Program

Broadly the aim of the agreed funding is:

- To achieve economic growth in the Cairns region through coordination of economic and development activities, priorities and resources.
- To encourage and facilitate longer term and strategic development planning for the Cairns region.
- To bring together the key economic and development organisations and business leaders to provide a focused vision to plan and manage the key issues and opportunities facing the Cairns region.
• To work with businesses and governments at all levels to attract targeted industries and develop existing industries.
• To present a single voice to government and industry decision makers on key issues facing Cairns and the region.
• To develop links between business leaders, governments, public sector and regional organisations.
• To recognise and support new and existing organisations and groups attending to specific needs of members.
• To coordinate the optimum use of existing resources owned by allied organisations.
• To include all aspects of city wide and regional economic development and to avoid duplication and fragmentation.

6. Conditions of the Agreement

Council
• Council will make available $250,000 per year for three years paid in quarterly instalments in advance.
• Council may consider additional funds for specific Advance Cairns initiatives.

Advance Cairns
• Advance Cairns will use its best endeavours to facilitate sustainable economic growth of the Cairns region.
• Advance Cairns will prepare an annual Business Plan to focus its abilities and resources on
  o the achievement of the objectives and aims outlined above,
  o contributing to specific strategies identified by Council in relation to its Corporate Plan objectives, and
  o responding to current priority issues,
• Advance Cairns will hold meetings of the Board of Directors at minimum monthly intervals.
• Advance Cairns will work within budget and in accordance with best practice business management.
• Advance Cairns will comply with all relevant laws, notices, orders, local laws, regulations, requirements or requisitions of any government department or agency.
• Advance Cairns will effect and maintain insurances of loose fixtures, fittings and chattels and maintain a public liability insurance policy of $10 million.
• Advance Cairns will produce an Annual Report.
7. Council Representation on Advance Cairns Board

Advance Cairns' Constitution stipulates the representation of Council on the Advance Cairns Board of Directors. Council's representative on the Board is the Mayor or delegate, with the Chief Executive Officer or delegate as an observer.

8. Reporting

Annual Business Plan

- Advance Cairns will provide Council with a copy of its annual Business Plan within two months of the Advance Cairns Board adopting the Business Plan.

Evaluation Report

- Advance Cairns will provide Council with a report by the end of February each year on activities for the preceding period July to December. This report will include information relating to performance against the Objectives, Strategies and Measures detailed in the Business Plan.

Annual Report

- Advance Cairns will provide Council with a copy of its Annual Report within two months of the Advance Cairns Board adopting the audited financial statements.
- Advance Cairns will provide a formal briefing to Council on its Annual Report. The Annual Report will include information relating to achievements and performance relative to the Objectives, Strategies and Measures detailed in the Business Plan and address current issues. The Annual Report will also address the Performance Measures outlined at s.4 above.

9. Acknowledgement of Cairns Regional Council Support

Advance Cairns acknowledges that the financial support it receives from Council is funded by rates revenue and will therefore provide acknowledgement in the following ways:

- Inclusion of Cairns Regional Council's logo on material produced by the Advance Cairns, including major publications (may exclude events where special sponsorship arrangements apply);
- Invitations to major functions/events for Councillors and appropriate staff of Council;
- Reference to Council support in press releases and speeches (may exclude events where special sponsorship arrangements apply); and
10. Variation of Agreement

A variation of this Agreement will only be made in writing between Cairns Regional Council and Advance Cairns Limited.

11. Confidentiality of Information

Cairns Regional Council acknowledges that information provided to Council by Advance Cairns may be of a commercial-in-confidence nature and as such Council will treat all documentation as confidential. All documents held by Council are subject to the Freedom of Information Act 1982. In the event that Council receives a Freedom of Information request relating to the Advance Cairns, Council will consult with the Advance Cairns to determine whether documentation should be exempted from the Act on the grounds of commercial-in-confidence consideration.

The parties executed this Agreement on the __________________ day of __________________ 2008.

For CAIRNS REGIONAL COUNCIL

Mayor

Chief Executive Officer

For ADVANCE CAIRNS LIMITED

Director

Director/Secretary
ADVANCE CAIRNS – BUSINESS PLAN 2008-09

Helen Tarrant: IL/ht: 1/8/1-02: #1745029

RECOMMENDATION:

That Council note the Advance Cairns Business Plan for 2008-09.

INTRODUCTION:

A copy of the Advance Cairns Business Plan for 2008-09 has now been received from Advance Cairns.

BACKGROUND:

Council has a Resource and Performance Agreement with Advance Cairns for the period July 2008 to June 2011. The Agreement requires Advance Cairns to provide Council with a copy of its annual business plan within two months of the Advance Cairns Board adopting the business plan.

COMMENT:

The attached Business Plan 2008-09 is comprehensive and was adopted by the Advance Cairns Board in July 2008. The plan details specific strategies to be carried out during 2008-09, with alignment to economic development strategies outlined in Council’s Corporate Plan 2004 to 2009, Future Cairns.

Objectives

Advance Cairns have defined six specific objectives under the broad headings of:

1. Creating a diversified economy
2. Coordinated regional economic planning
3. Attracting resource to drive the growth
4. Monitoring regional economic trends
5. Building the profile and support for the organisation and region
6. Provide effective advocacy for the region on key issues.
Strategic direction

As an adjunct to the pursuit of the objectives listed above, the most significant actions/programs which the Plan will drive are as follows:

1. Targeting new markets, increased market penetration, creating added value opportunities and focusing on their competitive advantages;
2. Developing a regional economic development strategy and ensuring linkage and integration of all regional bodies’ plans;
3. Launching “Link TNQ” to ensure a framework for this regional cooperation;
4. Provide more support for industry clusters through the establishment of the Cairns Cluster Resource Centre (CCRC);
5. Investigate the potential for a Northern Australia Alliance;
6. Establish the Cairns Research Centre (CRC) to consolidate research data and provide insights for industry and investors;
7. Produce soft and hard collateral which profiles the region and identifies the investment prospects;
8. Focus on improved aviation and road access; and
9. Drive a structured lobbying plan in cooperation with constituent partners.

CONSIDERATIONS:

Corporate and Operational Plans:

Strategy 7.1.2 of Council’s Corporate Plan 2004 to 2009, Future Cairns, requires the establishment of long term funding agreements with Advance Cairns and Tourism Tropical North Queensland. It is as a consequence of this funding arrangement and the associated Resource and Performance Agreement that Council is able to pursue economic development strategies through the agency of Advance Cairns.

Economic Development is an Activity within the Community & Cultural Services Section of the Operational Plan for 2008-09.

Statutory:

Not applicable.

Policy:

The provision of this Business Plan complies with the requirements of the current Performance and Resource Agreement between Council and Advance Cairns. The Agreement is consistent with the requirements of Council Policy No 1:04:19, Council’s Role in Regional Economic Development.

Financial:

Council’s contribution to Advance Cairns of $250,000 in 2008-09 has been included in Council’s Budget for 2008-09.
Sustainability:

The strategies identified within the Advance Cairns Business Plan for 2008-09 are expected to positively and significantly impact the sustainability of the local economy as it has in previous years.

CONSULTATION:

The Mayor and CEO participated in the Advance Cairns Board process that approved the Business Plan.

OPTIONS:

With regard to the Business Plan, options include:

(a) That Council note the Business Plan as presented; or
(b) That Council note the Business Plan as presented, with comment on specific matters to be referred back to Advance Cairns.

CONCLUSION:

It is recommended that

Council note the Advance Cairns Business Plan for 2008-09 as presented.

ATTACHMENTS:


Helen Tarrant
PA to GM

Ian Lowth
General Manager Community & Cultural Services
The Contents

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Section 1 Plan Structure

The 2008/09 plan reflects the changed environment and issues we face, and provides a blueprint for the organisation to implement. It is structured as a staged process which leads to the eventual “action” document. Importantly aspects of the plan will require the constituent partners to take the lead with Advance Cairns co-ordinating as necessary.

The plan has been framed in an environment which is influenced by the following:

- The downturn in tourism further exacerbated by the reduction in capacity on the Japan route in late 2008;
- An economy impacted by the cost impacts of increased interest rates and fuel costs;
- Uncertainty caused by the pending airport privatisation;
- The review of the Queensland port network structure, with the potential to affect the structure and autonomy of the Cairns port;
- Ongoing debate regarding the region’s health services;
- The imminent release of the final 2025 plan;
- The continued absence of a regional economic development strategy and associated infrastructure and investment plans for the region; and
- The council amalgamation outcomes and the expected increased co-operation across the national state and local government levels.

These and other issues identified in section 4 of the plan have influenced our objectives and strategic response.

The need to assume a pan regional focus has been embraced by the board and is reflected in the plan. As such we are more inclined to position ourselves as the project manager, not the builder, and this is reflected in the new positioning statement:

“The peak co-ordination agency for TNQ economic development”.

We have enunciated our vision as:

“To develop and sustain a diverse and vibrant TNQ economy, that creates employment, attracts investment and services, and enhances our environment, lifestyle and community”.

The SWOT analysis of section 4.2 and the environmental analysis of issues in section 4.4 influenced our objective setting and the strategic response we need to take.

We have defined six specific objectives under the broad headings of:

1. Creating a diversified economy
2. Coordinating regional planning
3. Attracting resources
4. Monitoring trends
5. Building profile
6. Effective advocacy

In section five we have linked strategies and action plans to each of these.
Section 1 Plan Structure

The most significant actions/programs which the plan will drive are as follows:

- Targeting new markets, increased market penetration, creating added value opportunities, and focusing on our competitive advantages;
- Developing a regional economic development strategy and ensuring linkage and integration of all regional bodies’ plans;
- Launching “Link TNQ” to ensure a framework for this regional cooperation;
- Provide more support for industry clusters through the establishment of the Cairns Cluster Resource Centre (CCRC);
- Investigate the potential for a Northern Australia Alliance;
- Establish the Cairns Research Centre (CRC) to consolidate research data and provide insights for industry and investors;
- Produce soft and hard collateral which profiles the region and identifies the investment prospects;
- Focus on improved aviation and road access; and
- Drive a structured lobbying plan in cooperation with constituent partners.

We will however, continue to draw on the resources of our constituent partners and the board, through various committees, to assist the management team with the policy development and program implementation.

In 2007/08 we established five board committees to address the issues of

1. Corporate governance
2. Structure
3. Funding
4. Branding
5. Business planning

There will need to be further review of the funding base of the organisation, and recognition that the existing Cairns Ports funding agreement will expire in June 2010.

We are currently in discussion with the Department of Tourism Regional Development and Industry on the potential for activity specific grants. Whilst this is not yet finally agreed an assumption has been made in the plan regarding this potential funding and related activity.

In early September quarter 2008 we will finalise the organisational structural change involving the transition to a company limited by guarantee, and the adjusted board membership structure which was endorsed by the board in May 2008.

Overall 2008/09 will be an exciting period for the organisation, with the commencement of a new CEO, and a new strategic direction as outlined in this plan. It will see Advance Cairns focus more on the regional perspective and drive the creation of a regional economic development strategy, with related infrastructure and investment plans. New cooperative partnerships will be established to drive our economic development program, and the region will have new collateral to better profile investment, migration, and development opportunities. The outcome should be an economy which will be better equipped to broaden its economic base and capitalise on the positive trends we note in the medium term.
Section 1 Plan Structure

1.1 THE PLAN STRUCTURE

The plan is a staged process which leads to the eventual “action” document. Each section progressively refines the distillation of the logic, such that we have a linked set of stages which help the reader appreciate the rationale behind the assumptions, environmental factors, trends and issues which influence and shape our strategic response.

The key questions we ask ourselves at each of the stages is

A. Who we are and what we stand for as an organisation?
   Our role, the mission and the critical success factors.

B. Where we are and the issues we face both as a region and organisation?
   What are economic trends, assumptions, opportunities and key issues which affect our operating environment?

C. What we want to achieve?
   The objectives we set and the outcomes we want.

D. How we will go about this?
   What is the strategic response needed to drive objectives.

E. How to deliver the plan to action stage?
   Making the strategies happen, through an action plan, with performance indicators, and timeframe.

F. How will we resource and structure to deliver the plan?
   What staffing and budget we need to implement the plan or what external constituent resource we need to access.

1.2 DEFINING THE TERMS

1.2.1 The “roles”
   This defines the functions/activities we will undertake. The plan will identify the strategies to ensure these activities are effective.

1.2.2 The “pillars”
   These direct our priorities.
   These are the broad principles we need to recognise as critical to our success.

1.2.3 The “values”
   These shape the culture and operational style of the organisation.

1.2.4 The “issues”
   Distillation of the assumptions and SWOT leads to the identification of the “key issues”. The next stage is to define the strategic implication and response for these. We then in turn link these strategic responses to the objectives we have set, with action points and KPI’s following.
Section 2 Organisational Analysis

“Who we are and what we stand for”

2.1 ADVANCE CAIRNS THE ORGANISATION

As the peak economic coordination agency for economic development in TNQ, Advance Cairns seeks to ensure effective collaboration between all entities within the Region which have a role in supporting economic growth. Advance Cairns takes an overarching view of the Regional economy and its needs and calls upon the resources and capabilities of all Regional bodies to achieve our goals.

Advance Cairns role is not to usurp or duplicate the activities of other constituent member organisations. Rather, it co-ordinates the activities of those organisations and takes their output and translates them into a whole-of-Region strategic view.

There will be increased focus in the coming year on broadening the regional perspective, and increased collaboration with the regional bodies. The plan will outline in section 7.2 how we will operationally change to accommodate this change in focus.

2.2 REGION DEFINED

2.2.1 The broad region
The Tropical North Queensland (TNQ) region is defined as north of Cardwell, west to the border and Gulf and north to the Torres Strait. The following map details this coverage.
Section 2  Organisational Analysis  
“Who we are and what we stand for”

2.2.2 Primary focus  
Our primary focus will however remain centred on the Cairns regional area, together with the LGA’S of Tablelands, Cassowary Coast, and Cooktown.

2.2.3 Developing a North Australia alliance  
We consider there is merit in the establishment of an alliance with the other two major cities in Northern Australia who face similar challenges to our region. In the coming year we will commence an effective dialogue, and seek to define areas of common interest with both Townsville and Darwin. This may translate into joint studies, conferences, or lobbying on certain topics.

2.3 THE CORE ROLE  
There are two aspects to looking at the role of Advance Cairns. One is the “raison d’être for its existence, and the second are the roles which must be performed in any economic development activity.

2.3.1 The “Raison d’être”  
The role of Advance Cairns is to act as hub or coordinator for all the bodies in the TNO region who participate in regional development. Advance Cairns should not be considered simply as a stand alone entity. It is a conglomerate, a combination, a partnership. It is partnership which seeks to represent all parts of the region’s industry and economic development.

This partnership is a broad alliance which we envisage will include all regional councils, sub regional economic bodies, and the stakeholders who currently comprise the board. The success of the organisation is ensuring that the issues which impair or impact on regional economic development are recognised and addressed by the partnership. That is not to say that Advance Cairns will always play the lead role or indeed have, or apply, direct resource to addressing the issue, but we will endeavour that the partners do. This is best summed up by the philosophy. “Advance Cairns is more the project manager than the builder”.

2.3.2 The economic development roles  
The following outlines the various functions which must be undertaken as part of economic development

- Research consolidation and analysis
- Regional economic planning
- Policy development and advocacy
- Coordinating the regional effort
- Export market development
- Investment attraction
- Supporting the development of industry clusters
- Building capacities to supply
- Creating a valued and clear perception of AC role
- Securing funding support to Implement plan

The plan will address the strategies which we will employ to ensure that each of these functions is effectively addressed.
Section 2 Organisational Analysis
“Who we are and what we stand for”

2.4 THE VISION AND MISSION

2.4.1 The Vision Statement
A vision statement describes what the organisation wants to aspire to. It pushes the organisation toward some future goal or achievement.

Our vision statement is:
“To develop and sustain a diverse and vibrant TNQ economy that creates employment, attracts investment and services, and enhances our environment, lifestyle, and community”

2.5 CRITICAL SUCCESS FACTORS

There are various factors which we define as critical to our success they are the “pillars’ and the ‘values”

Our discipline in consistently focussing and adhering to them will ensure we have a benchmark to direct our priorities and operational style.

2.5.1 The Pillars for Economic Development
In looking at the organisation and region’s challenges there are distinct strategic “pillars” we can identify which are critical to successful economic development of the region. The eight “pillars” which the plan will address are as follows.

1. A diversified economy
2. Coordination and integration of the regional economic body plans
3. Attracting the right resource mix to drive the growth (Inv, people, services, skills)
4. Ensuring good access to region (Air, Road, Sea, and opening doors)
5. Optimising our COE clusters (arts & culture, sport, educ, TE, environmental, tourism)
6. A focus on our competitive advantages (Educ, Affordability, Lifestyle attractiveness)
7. Generating growth through supply development, and new initiative

The plan will address the strategies and action plans to build these pillars.

2.5.2 Demonstrating a Commitment to our Values

The values which underpin our operation, create the culture of the organisation and allow us to assess the validity of actions, are as follows

- Honesty and integrity
- Independent and apolitical advocacy
- Committed to collaboration and partnership
- Delivering on our promises
- Focussed on social and environment sustainability
- Committed to open and inclusive communication with all stakeholders
- A drive to do the right thing for the TNQ Region
- High achievements obtained despite limited resources
- Efficient use of resources & decisions
Section 3  Environmental Analysis
"Where we are and the issues we face"

3.1 ECONOMIC INDICATORS

The latest economic indicators are outlined in Appendix 1. The major issues impacting on the region as highlighted in the economic report are as are as follows.

3.1.1 General
Overall, the Cairns regional economy has continued to experience strong growth in recent years at levels well above those of the slower growth period 1997 to 2001, and in the last few years, above 30-year long-term average growth rates. However, there is some evidence that growth, while still strong, may have been moderating in recent months.

3.1.2 Population
A feature of the Cairns region is the continuing growth in population of areas outside of the regional city of Cairns. This is in strong contrast to the situation in many other regional areas of Australia where rural population surrounding regional cities is declining. The ABS inter-censal estimates for 2004/05 of 2.3% for Cairns and 1.4% for the region were subsequently adjusted upwards to 3.6% and 2.4% respectively.

3.1.3 Tourism
The indications are:
- The previous lacklustre growth out of Japan has turned into a continuing decline
- Very strong growth from a small base out of China has seen numbers double over the past two years
- Strong New Zealand growth turned negative in 2006, but stabilised in 2007
- Falls were recorded out of UK and Europe

3.1.4 Mining
Latest official mining figures indicate that the large rise in mining income in the region that commenced in 2003/04 was not sustained in 2004/05 and 2005/06, in strong contrast to other northern and central regions. The 2006/07 figures are not yet available.

Stimulus is coming in from the mining sector from two directions:
1. Increasing mining activity in the immediate region.
2. Increasing penetration of ‘fly-in’ mining services further afield.

New mines in the region include:
- Kagaro Zinc’s Mungana Mine and Processing Plant – construction workforce is expected to peak at about 300 about August. On-going workforce is expected to be about 200.
- Wolfram Camp’s Wolfram Mine is currently coming on stream with a workforce of 50.
- Vital Metals’ Sheelite Mine is expected to start construction next year. Operating workforce will be about 100.

Three new mining operations seem to be moving rapidly towards construction - Nornico’s Nickel south of Mt Garnet, Copper Strike at Einasleigh, and Rennison’s Gold project south of Forsaythy.
Section 3  Environmental Analysis

“Where we are and the issues we face”

Additional major developments are set to take place in the next few years in the Peninsula (Chalco), in PNG (over $10bn in two LNG plants near Port Moresby and Harmony’s Gold Mine near Bulolo), in the North West (a number of new operations), and in the Mackay region (some 11 new coal mining operations).

3.1.5  Fishing

By and large, fishing industry income in the region has tended to be static or declining in recent years. Declines in some sectors are, in part, offset by diversification of production in others. There have been reports that the high Australian dollar has been placing some segments under great strain.

3.1.6  Agriculture

Agricultural income in the region has shown a long-term ‘real’ increase in value of production of about 2 – 3% per annum, but with substantial year to year variation.

3.1.7  Sundry Services

Outside earnings from a range of service type activities have been growing from a small base over the years to become a significant force in the economy.

- Latest indications are that Super yacht slipway income dropped in 2006, following Cyclone Larry, but has recovered, but not to 2005 levels. Cruising Super yachts income has been trending upwards, partly as a result of Super yachts basing in Cairns.
- The aviation servicing sector seems to be trending upwards but there is no solid information publicly available.
- Cairns’ fly-in/fly-out services have been growing and the city now has regular flights to four mining areas in Papua New Guinea, flights have been restored from Freeport Indonesia and there are regular flights now ex Cairns to mining areas of Gove, MacArthur River, Century, Mt Gordon, Mt Isa and Cloncurry in the North West and regular services to three sites in the Peninsula, making a total of 14 sites connected. Additional servicing businesses have been locating in Cairns.
- Defence and surveillance spending has been increasing over the years. It is probably of the order of $200m pa.
- Exports to Freeport are now reported to be worth about $300m.
- The continuing build up of the local university campus has been increasing economic activity in the region.

3.1.8  The Future Outlook

The future outlook over the next twelve months is certainly not as favourable as at this time last year.

1. The tourism situation seems likely to get a bit worse before it gets better
2. Stock exchange turmoil has affected some key local companies that have been heavy investors in new construction in the region
3. Higher interest rates, inflation, and petrol prices, are putting a strain on family budgets
4. The world economic situation is denting business, investor and consumer confidence
Section 3  Environmental Analysis
“Where we are and the issues we face”

Countering this however, is:
1. World growth, while moderating, remains strong, especially in China and India
2. The region’s mining income is expanding
3. Agricultural prices are good and farm commodity prices have been rising
4. Cairns’ service sectors are continuing to expand, including the education and research
5. Rental vacancy rates are at a low level, with no evidence of over supply
6. A tendency for construction levels to recede from recent high levels will be offset by major hospital and dental school construction work over the next few years.

3.2 THE KEY ASSUMPTIONS

In a dynamic environment it is crucial we determine the assumptions underlining our plan at a point in time. These assumptions will influence our strategic direction and act as a reference point for future reviews of our performance and the plans relevance.

When the circumstances change, as they inevitably do, we can obviously adjust our plan and strategy.

The core assumptions we have adopted for this 2008/09 plan are as follows.

- Funding
  - Our funding model will be changed. New revenue sources will need to be identified.
  - Patron program will be revamped.
  - Refocus of Advance Cairns will attract more support and funding from other bodies.

- Regional Collaboration
  - We will adopt a more regional perspective.
  - The three tiers of government being aligned will facilitate more regional cooperation.

- Economic Factors
  - Increasing transport costs making inputs and outputs more expensive. Greater need for regional self sufficiency and therefore value adding.
  - Tourism numbers will remain soft.
  - Skills Shortage will continue.
  - High population growth.
  - The state government’s migration cap of 66% to SEQ will present opportunities for our region.

- Infrastructure
  - The airport will be privatised. New owners may not provide significant support for AC.
  - The clinical services plan outcomes will identify the need for increased health infrastructure, but the timeframe will be mid term.
Section 3    Environmental Analysis
“Where we are and the issues we face”

• Organisational Structure
  o We will consider new staff structure to provide more support in the areas of admin, research, regional development.
  o Will never have enough resources to achieve everything – need to collaborate and pick winners
  o The shareholding structure and board composition will change.

• Revised Role
  o We will focus on export market development and other key functions, by reducing the current skew to advocacy.

• New Initiatives
  o We will provide a new data & insights service for the stakeholders.
  o We will launch Link TNQ Initiatives.
  o Need for a strong inter and intra regional communication strategy.
  o CCRC.
  o Revised patrons program.

• Planning Imperatives
  o The lack of a comprehensive regional economic development plan is a major gap in regions planning.
  o FNQ 2025 Impact on planning needs to be recognised.
  o There will be an increasing need to expand the geographical focus on projects/issues to Northern Queensland and/or North Australia.

• Building on the Competitive Advantages
  o Knowledge economy growing
  o We can maximise the advantage of our proximity to Asia, PNG, and Pacific.

• Environmental and Resource Factors
  o Water – an asset of strategic importance. We need to better harness and manage this resource to deliver economic development benefits.
  o Carbon emissions focus must be turned into a positive for the region through our sustainability credentials.
  o A major focus remains the protection of the rainforest and reef as major economic drivers for the region. Our focus will remain as protect, preserve, and promote.
Section 4 Corporate Objectives
“What we want to achieve”

4.1 CREATING A DIVERSIFIED ECONOMY
Broadening our economic base through attracting new industries, and building on core
centres of expertise, competitive advantages and facilitating business development.

4.2 COORDINATED REGIONAL ECONOMIC PLANNING
Establishing a whole of region alliance which integrates and links the plans of all councils
and regional economic bodies.

4.3 ATTRACTING RESOURCE TO DRIVE THE GROWTH
Attract investors, migrants, services, businesses and tourists to the region by positioning
TNQ as a preferred place to invest, visit, live, and operate.

4.4 MONITORING REGIONAL ECONOMIC TRENDS
Monitor key components of the regional economy. Collate, analyse data, and provide useful
insights for all internal and external stakeholders.

4.5 BUILDING THE PROFILE AND SUPPORT FOR THE ORGANISATION AND REGION
Increasing awareness and support of the organisations’ role and program. Attracting
widespread support and recognition across regional industry and Government’s at all levels
to provide financial and strategic support for region.

4.6 PROVIDE EFFECTIVE ADVOCACY FOR THE REGION ON KEY ISSUES
Monitor and seek to influence government policy and legislative plans to ensure there is no
regulatory impediment to sustainable Regional economic development. Devise appropriate
policy and position papers.
Section 5  The Linked Plan

**Objective 1: Creating a Diversified Economy by Facilitating Business Development**

Broadening our economic base through attracting new industries, and building on core centres of expertise.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Build the current winners and competitive advantages</strong></td>
<td></td>
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<tr>
<td><strong>1.1.1</strong> Review current program and retain areas of competitive advantage, e.g. missions to China</td>
<td>• Create database of current COEs including capability matrix</td>
<td>September 08</td>
<td>External</td>
<td>AC</td>
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<tr>
<td><strong>1.1.2</strong> Agree growth strategy with key sectors of education, tropical expertise and tourism, marine</td>
<td>• Develop cluster plans as sub set of AC plan</td>
<td>September 08</td>
<td>AC</td>
<td>AC</td>
</tr>
<tr>
<td></td>
<td>• Establish new clusters where necessary</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1.3</strong> Position region as educational COE particularly in Asia Pacific</td>
<td>• Position and promote the Cairns campus as a viable standalone option which offers a competitive and appealing range of courses. Highlight the work experience options for certain studies as CA.</td>
<td>September 08</td>
<td>AC</td>
<td>JCU, Study Cairns</td>
</tr>
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<td></td>
<td>• Expand CCRC agreement with Study Cairns to enable it to operate as an arm of Advance Cairns to promote education internationally</td>
<td>September 08</td>
<td>AC</td>
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<td></td>
<td>• Discuss with QETI a continuation of its support for the region through a new triennial funding arrangement</td>
<td>December 08</td>
<td>AC</td>
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<td></td>
<td>• Collaborate with TTNQ to include increased education sector marketing in its promotional collateral so there are long-term cross-sector gains possible</td>
<td>December 08</td>
<td>TTINQ</td>
<td>Study Cairns, JCU, TAFE</td>
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<td></td>
<td>• Develop a three-year strategy in conjunction with JCU, TAFE, Education Queensland International, English language colleges and Study Cairns.</td>
<td>December 08</td>
<td>AC</td>
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<tr>
<td><strong>1.1.4</strong> Widen the tourism base</td>
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<td></td>
<td>• Review in conjunction with TTINQ how we as a region can better target growth segments such as health tourism, events, education, long stay, and seniors markets</td>
<td>September 08</td>
<td>TTINQ</td>
<td>AC, Study Cairns</td>
</tr>
</tbody>
</table>
### Section 5

#### The Linked Plan

<table>
<thead>
<tr>
<th>Section</th>
<th>Details</th>
<th>Timeframe</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.5</td>
<td>Tropical expertise</td>
<td>December 08</td>
<td>TTNQ, AC</td>
</tr>
<tr>
<td>1.1.6</td>
<td>Identify potential development opportunities for the ICT, Aviation, and Bio tech knowledge industries</td>
<td>September 08</td>
<td>AC</td>
</tr>
<tr>
<td>1.1.7</td>
<td>Mining developments in TNO, West QLD, PNG and Freeport opportunities</td>
<td>December 08</td>
<td>Chamber, AC</td>
</tr>
<tr>
<td>1.1.8</td>
<td>Position Cairns domestically and internationally as a pre-eminent tropical city, and export our expertise</td>
<td>December 08</td>
<td>AC, DTRDI, ALL</td>
</tr>
<tr>
<td>1.1.9</td>
<td>Capitalise on our proximity and linkages to Asia Pacific region</td>
<td>December 08</td>
<td>AC, AC</td>
</tr>
</tbody>
</table>

- Identify the infrastructure and regulatory impediments to developing these segments
- Target more Asian services
- Push for intro of promotional levy
- Review the current DRDTP program to determine the ongoing role for AC
- Identify current impediments to growth
- Identify the gaps which AC can address
- Develop capability matrix of these industries
- Identify potential venture capital partners
- Engage with DPI&F, NRME, EPA, CSIRO, JCU and other partners in putting in place initiatives to address sustainable agriculture development
- Providing competitive case for Cairns over other potential locations of Townsville and Brisbane
- Identifying the range of services required by the mining operations
- Review outcomes of mining sector aviation needs study
- Ensure we can cost competitively provide the range of services
- Develop hard/soft collateral which promotes and delivers compelling arguments re benefit for business, migrants, and investment; our tropical expertise; our cultural capital reputation
- Reinforce regions advantages of lifestyle, within a business like environment; excellence in planning; efficiency; good access to Asia, Pacific, and domestic capitals
- Participate in trade missions to push the COE’s
- Identify and address potential deficiencies we have in
  - skill and workforce gaps
  - broadband coverage deficiencies in region
  - ensure we have skills, services, access, and infrastructure to cater for the demand
- Capitalise on the networks established within China, and concentrate on COE’s
- Identify the COE priorities for China by priority provinces
## Section 5

### The Linked Plan

| 1.2 Identify & promote our unique advantages | 1.2.1 Review draft FNQ water resource strategy to maximize export, power generation, and industry attraction opportunities | Maximise existing contacts and knowledge of PNG and Guam as areas of export market development | Chamber AC AC | AC |
| | | Produce a capability matrix which shows what our focus should be for each market and lead agency responsibility | | |
| | | Establish short and medium term priorities for export market development | | |
| | 1.2.2 Promote our environmentally sustainable practices | Build case for investment in water grid and power generation options | September 08 Chamber AC CRC | |
| | | Push speed up of additional water storage capacity | | |
| | | Target infrastructure funds announced as part of 2008 federal budget | | |
| | | Promote regions Planet Safe Partnership credentials in overseas markets | September 08 AC | |

| 1.3 Seeking new markets / export market development | 1.3.1 Match market needs | Identify supply needs for markets, and match to our output potential eg Seche De Mer, Wild Boar | December 08 External | AC |
| | | | | |
| | 1.3.2 Target key regional markets | Develop export strategy for PNG ops to target mining activities and shipping options | December 08 AC Chamber CP TTNQ AC | |
| | | Target supply and tourism opportunities in Guam | | |
| | 1.3.3 To investigate opportunities for industry and/or functional clustering | Encourage vertical and horizontal collaboration between industry participants (both within and outside the region) to better meet export market requirements | Ongoing ALL | |
### Section 5: The Linked Plan

#### 1.4 Attract new equity investment

- Ensure development of a structured investment and venture capital attraction program
- Identify potential new projects and/or industries
- Identify and target potential investors
- Investigate, and follow up opportunities arising from Government business migration schemes
- Ensure development of a lead generation program using targeted advertising, direct mail and relationship marketing as a means of identifying specific firms
- Research and develop “targets” register. Preferred targets may include:
  - Companies that have a solid track record
  - Operations with strong future growth potential
  - Those involved in research and development, manufacturing with an emphasis on high technology, and sustainable new technologies
  - Companies that benefit from a regional location with a need to service the Asian Pacific rim
  - Companies who are looking for a “lifestyle location”
- Create a local portfolio of projects and prioritise
- Prepare and market project profiles demonstrating business viability
- Promote the region as a major lifestyle investment destination
- Position the community and industry as ready and able to professionally meet anticipated investor requirements
- Produce a potential investor and media kit for distribution to enquirers and visiting journalists
- Establish business cases, and demonstrate potential economic benefits of proposed infrastructure projects
- Provide prospectus to potential investors, and back up with incentives to relocate, and compelling regional profile
- Design and implement assessment and development systems
- Ensure development specifically of industry development proposals (including market assessment) for:
  - Transport hub operations
  - Mining
  - Tropical crop products including:
    - Nursery

| Subset to regional economic plan activities – will flow on from completion of plan | External | AC DTRDI Chamber CRC |
### Section 5

#### The Linked Plan

<table>
<thead>
<tr>
<th>1.4.1</th>
<th>To ensure specific, market focussed, industry development proposals are professionally developed, assessed and presented</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Investigate sources, procure, and maintain credible economic market research and statistics relevant to the Atherton Tablelands, as available to stakeholders, media, new investors etc</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.4.2</th>
<th>Ensure developers, investors and financiers have access to the right information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Ensure continuing maintenance of regional capacity database.</td>
</tr>
<tr>
<td></td>
<td>• Establish an Investment Site Database, and accumulate regional site selection data on database.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.5</th>
<th>To achieve product enhancement, value adding opportunities, and increased competitiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5.1</td>
<td>Analyse where we are outsourcing activity or production and review options to undertake value added activity in region</td>
</tr>
<tr>
<td></td>
<td>• Undertake study of outflows</td>
</tr>
<tr>
<td></td>
<td>• Finalise freight study</td>
</tr>
<tr>
<td></td>
<td>• Encourage value adding research, investment and other initiatives</td>
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<td></td>
<td>December 08 External AC</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>1.5.2</th>
<th>Examine potential of new technology</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Encourage change by researching and applying new technologies</td>
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<tr>
<td></td>
<td>Ongoing AC ALL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.5.3</th>
<th>Identifying how quality assurance and process improvements can improve competitiveness.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Encourage training in, and implementation of, quality assurance processes.</td>
</tr>
<tr>
<td></td>
<td>• Encourage education of local industry in meeting highest standards of product presentation, marketing, sustainable environmental management, and in complying with ethical business practice.</td>
</tr>
<tr>
<td></td>
<td>March 09 AC ALL</td>
</tr>
</tbody>
</table>
## Section 5

### The Linked Plan

<table>
<thead>
<tr>
<th>1.6 To increase market penetration by targeting non-traditional markets</th>
</tr>
</thead>
</table>
| • Encourage learning from the experiences of industries in other regional areas within Australia.  
• Undertake benchmarking exercises |
| • Research what buyer's want, find out how to do it, and produce it to meet market requirements.  
• Research specific industry markets for:  
  - Market opportunity identification.  
  - Product development and value adding opportunities.  
  - Benchmarking and project cost measurement.  
• Encourage conduct of workshops by industry segment and identify, and prioritise, key emerging markets to the region.  
• Encourage research of emerging market potential, and entry requirements.  
• Encourage development and implementation of market entry and retention strategies.  
• Encourage and assist outbound trade missions. |
| March 09 | External | AC, DTRDI |
| Ongoing | Ongoing | Ongoing |
### Section 5

#### The Linked Plan

<table>
<thead>
<tr>
<th>1.7 To manage and promote the regional image</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>1.7.1 Communication strategy for organisation and region</strong></td>
<td><strong>1.7.2 Provide updated regional profile collateral to promote the reasons to invest, migrate, visit, trade, or establish an operational base</strong></td>
<td><strong>1.7.3 Trade mission to target key markets and investors</strong></td>
</tr>
</tbody>
</table>
| • Develop key messages for key targets  
  • Implement detailed plan as outlined in section 7.2  
  • To identify regional benefits and promote to investment markets  
  • Promote the image of the region, using themes such as:  
    - Lifestyle  
    - Clean and green  
    - Dynamics  
    - Professionally fully serviced  
    - Safety and security  
    - Proximity to markets  
    - Education and skill levels of workforce  
    - Competitive cost advantages  
    - Level of support infrastructure  
    - Natural resources  
    - Government regulation  
    - Assistance programs  
    - Quality of life  
    - Cost of living | **Ensure hard and soft copy availability  
  • Revise website  
  • Ensure we have effective linkage across all regional development body websites** | **Identify the best options to reach the key targets and schedule program of missions and trade show participation  
  • Publish an annual events calendar for stakeholder buy in, which identifies the purpose and target of each event  
  • Retain CA we have of China links** |
|  | **September 08** | **December 08** |
|  | **AC** | **AC** |
|  | **TTNQ, CRC** | **CRC  
  TTNQ  
  DTRDI  
  FNQACC** |
## Section 5  The Linked Plan

### OBJECTIVE 2  COORDINATED REGIONAL ECONOMIC PLANNING

Establishing a whole of region alliance which integrates and links the plans of all councils and regional economic bodies.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
</table>
| 2.1 Implement Link TNQ strategy | • Establishment of a new body named “Projects TNQ” This will be the vehicle for the region to prepare submissions and manage the grant monies.  
• Employment of a Regional Development Officer co-funded by the Tablelands, Cassowary Coast and Cooktown Councils.  
• Establishing a series of cooperation agreements with the regional economic development bodies.  
• Set up of a TNQ Regional strategy group comprising the mayors from the 4 major regions.  
• Set up a TNQ regional advisory group comprising the economic development bodies such as CYPDA, GSD, Balkawu, ICC, Cope York Partnership, and Weipa Chamber. | September 08 | AC | 
| 1.1 Develop regional economic development plan including infrastructure and investment plans | • Review 2025 plan and use as basis of regional plan.  
• Set up consultative group to ensure across region input.  
• Produce investment prospectus collateral.  
• Introduce investment incentive program. | March 09 | Chamber | AC  
|  |  |  | CRC  
|  |  |  | CP  
|  |  |  | FNQACC  
| 1.2 Develop Cairns Cluster Resource Centre | • Set up agreements with initial three clusters. CLC. Study Cairns, Marine training.  
• Set up required services and space.  
• Identify other potential cluster participation.  
• Establish consultative process to commence linkage of plans. | September 08 | AC | DTRDI  
| 1.3 Development of export development strategies | • Link with the key industry cluster groups and develop long term strategic plans which will link in with the AC and regional plan. | December 08 | AC |
### Section 5

#### The Linked Plan

| 2.5 Establish Nth Australia alliance with Townsville, Mackay & Darwin | Identify the investment in region (inputs) by governments in relation to tax outputs.  
Cost/return benefits of switching resource to region, to minimise impacts and investment costs of servicing other major growth centres.  
Design and implement coordinating mechanisms between the four shire councils.  
Encourage constituent members to establish links with like organisations eg chambers.  
Undertake regular strategic planning workshops based on regular and updated research and market data. Plan to be unanimously adopted by all parties.  
Identify issues of regional strategic importance, and determine priorities.  
Constantly monitor and ascertain research data needs. Identify, and establish partnering arrangements with, research facilities. | December 08 | Chamber | AC  
CRC  
CP  
FNOACC |
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</tr>
</thead>
<tbody>
<tr>
<td>2.6 To provide an effective framework of industry and intra regional leadership and collaboration, and advice systems for the community</td>
<td></td>
<td>Ongoing</td>
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<td>AC</td>
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</tbody>
</table>
### Section 5 The Linked Plan

#### OBJECTIVE 3 ATTRACTING RESOURCE

Attract investors, government funding, migrants, services, businesses and tourists to the region by positioning TNQ as a preferred place to invest, visit, live, and operate.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
</table>
| 3.1 Attract new equity investment | - Ensure development of a structured investment and venture capital attraction program.  
- Identify potential new projects and/or industries.  
- Identify and target potential investors.  
- Investigate and follow up opportunities arising from Government business migration schemes.  
- Ensure development of a lead generation program using targeted advertising, direct mail and relationship marketing as a means of identifying specific firms.  
- Research and develop "targets" register. Preferred targets may include:  
  - Companies that have a solid track record.  
  - Operations with strong future growth potential.  
  - Those involved in research and development, manufacturing with an emphasis on high technology, and sustainable new technologies.  
  - Companies that benefit from a regional location with a need to service the Asian Pacific rim.  
  - Companies who are looking for a "lifestyle location".  
- Create a local portfolio of projects and prioritise.  
- Prepare and market project profiles demonstrating business viability.  
- Produce a potential investor and media kit for distribution to enquirers and visiting journalists.  
- Develop joint study with TRC on the impact of Kuranda range road development delays.  
- Complete infrastructure plan and identify gaps, and complete financial modelling scenarios. | December 08 | External | AC, Chamber, TRC |
### Section 5 The Linked Plan

#### 3.3 Correcting skill gaps
- Update data base of skill gaps to identify capacity needs.
- Liaise with vocational bodies to ensure training focus is relevant to identified needs.
- Investigate the potential for recruitment incentives, regional allowances; or tax offsets to be introduced.
- Liaise with the immigration authorities on modifications to the 457 visa program in relation to language tests, and market based salaries.
- Review gaps to better harness and utilise skills of baby boomers who may be attracted to the region. Look at effectiveness of a skills database and mentoring program for business.
- Review effectiveness of Master Class seminar series and repeat if valid.

<table>
<thead>
<tr>
<th>Month</th>
<th>AC</th>
<th>Chamber DEWR</th>
</tr>
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<tbody>
<tr>
<td>March 09</td>
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</table>

#### 3.4 Advocate for the region to be the base for decentralised State-wide State Government programs and decision making
- Representations to State Government to advocate for Cairns to be a base for State programs.
- Identify decision making gaps and lobby to have regional based personnel involved.

<table>
<thead>
<tr>
<th>Status</th>
<th>AC</th>
<th>ALL</th>
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<tbody>
<tr>
<td>Ongoing</td>
<td></td>
<td>ALL</td>
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</tbody>
</table>

#### 3.5 Improve transport access

##### 3.5.1 Attract more aviation capacity
- Complete freight study to demonstrate viability potential of freight to support new passenger services.
- Lobby new operator of airport to provide airline incentive and promotional support for tourism.
- Work with TTNQ where necessary to target selected international and domestic airline operators.
- Participate in the regional aviation study commissioned by CP and TTNQ.
- Identify via Chamber taskforce study into mining sectors GA aviation needs, the increased capacity requirements and service gaps.

<table>
<thead>
<tr>
<th>Month</th>
<th>AC</th>
<th>TTNQ, CP, Chamber DEWR</th>
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<tbody>
<tr>
<td>September 08</td>
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<td>January 08</td>
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<td>Ongoing</td>
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<tr>
<td>July 08</td>
<td>TTNQ</td>
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<tr>
<td>December 08</td>
<td>TTNQ, CP</td>
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<tr>
<td></td>
<td>Chamber</td>
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<td></td>
<td>AC, CP</td>
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</tbody>
</table>

### Section 5 The Linked Plan

| 3.5.2 Developing our shipping hub for commercial and leisure | Lobby for  
- Cruise terminal funds  
- Control of TNG Ports by CP  
- Identify the additional funds to develop effective commercial shipping hub for the region.  
- Research the freight opportunities to become hub for PNG  
- Identify potential leisure cruise operators who could base in Cairns  
- Combine with TEL to identify how lack of development of Bruce Highway will limit growth.  
- Push for completion of Bruce Highway flood proofing upgrade.  
- Establish the economic impact of restricted upgrades to Kuranda Range Road. Look at joint study with the TRC.  
- Produce detailed position paper.  
- Lobby for government action. | September 08 | AC, CP |
| 3.5.3 Identify the road network required to service increased population and economic activity needs | December 08 | CP |
| 3.6 Profile the region to key target groups  
  - Investors  
  - Migrants  
  - Tourists  
  - Service providers | Operate Regional opportunities conference  
  - Produce and distribute profile data sheets  
  - Devise national consumer and trade press PR campaign  
  - Participate in relevant consumer or trade shows  
  - Targeted overseas missions  
  - Implement detailed marketing plan outlined in section 7.1 | December 08 | AC |
### Section 5

**The Linked Plan**

**OBJECTIVE 4  MONITORING REGIONAL SOCIAL & ECONOMIC TRENDS**

Monitor key components of the regional economy. Collate, analyse data, and provide useful insights for all internal and external stakeholders.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
</table>
| 4.1 Set up JV with other bodies to collate and analyse key economic data, and provide centralised data source | - Discuss options with JCU or Commerce Queensland to establish a JV  
- Commission a broad ranging study of regional economic indicators.                                                                                                                                     | December 08              | AC          | External JCU, CQ AC |
| 4.2 Establish a set of key economic performance data for the region and report against the indicators | | | |
| 4.2.1 Publish/distribute key findings through range of commercial titles/websites | - TNQ pulse report  
- Investment environment  
- Sectoral Fact sheets  
- Economic indicators  
- Review constituent publication range and provide links or cross promotion  
- Establish web micro site for stakeholder’s access only, and option of limited online data for external parties  
- Establish a subscription option for external parties to access more detailed reports, such that we create a revenue stream | December 08              | AC          |         |
| 4.2.2 Convene economic opportunity forum to share key findings             | - Consider a standalone forum for the region.  
- Coordinate with T’ville, Darwin and FNQACC re Nth Australia conference.  
- Examine the potential to build the brand across all industry sectors.  
- Consider engagement of external consultants to drive this on behalf of | March 09  
September 08  
September 08 | AC          | AC         | AC       |
### Section 5

<table>
<thead>
<tr>
<th>The Linked Plan</th>
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<tbody>
<tr>
<td><strong>4.3. Promote regions planet safe partnership credentials in overseas markets to offset negative impacts of carbon emissions publicity</strong></td>
</tr>
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<td>AC</td>
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</table>
# The Linked Plan

## Section 5

### Objective 5: Building the Profile and Support for the Organisation and Region

Increasing awareness and support of the organisation's role, and program. Attracting widespread support and recognition across regional industry and governments at all levels to provide financial and strategic support for programs.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Develop communication strategy for Advance Cairns and region.</td>
<td>• Implement as per detailed plan outlined in section 7.1.</td>
<td>December 08</td>
<td>AC</td>
<td></td>
</tr>
<tr>
<td>5.1.1 Produce updated regional profile data sheets to promote regional benefits</td>
<td>• Range to address: Why invest, why migrate, why set up home, why visit?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1.2 Facilitate a series of forums to identify the current issues and trends and profile the organisation's program.</td>
<td>• Run quarterly update seminars for stakeholders, and potential patrons. • Establish response mechanism and generate briefing pack for prospective investors.</td>
<td></td>
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</tr>
<tr>
<td>5.2 Develop agreed protocols with stakeholders regarding investment inquiry referrals, and processing</td>
<td>• Establish agreed roles of constituent bodies. • Define lead and support agency role in plans. • Have assigned responsibility reflected in member plans with three month status reporting.</td>
<td>September 08</td>
<td>AC</td>
<td></td>
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<tr>
<td>5.3 Broaden revenue base</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3.1 Develop fee for service product</td>
<td>• Create publication range • Launch grants processing service • Provide admin support service</td>
<td>December 08</td>
<td>AC</td>
<td></td>
</tr>
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</table>
## Section 5

### The Linked Plan

<table>
<thead>
<tr>
<th>5.3.2</th>
<th>Target increased corporate sponsorship of events.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Better link patron support to events</td>
</tr>
<tr>
<td></td>
<td>• Identify potential sponsors from outside of region</td>
</tr>
<tr>
<td></td>
<td>• Compile new targets list</td>
</tr>
<tr>
<td></td>
<td>• Update patrons package</td>
</tr>
<tr>
<td></td>
<td>• Enrol external resource to manage patrons program recruitment</td>
</tr>
<tr>
<td></td>
<td>• Establish regular series of events, and communication for patrons</td>
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<td></td>
<td>September 08</td>
</tr>
<tr>
<td></td>
<td>AC</td>
</tr>
<tr>
<td>5.3.3</td>
<td>Revised patrons program</td>
</tr>
<tr>
<td></td>
<td>August 08</td>
</tr>
<tr>
<td></td>
<td>AC</td>
</tr>
<tr>
<td>5.3.4</td>
<td>Seek long term funding commitment</td>
</tr>
<tr>
<td></td>
<td>September 08</td>
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<tr>
<td></td>
<td>AC</td>
</tr>
<tr>
<td>5.3.5</td>
<td>Target new sources</td>
</tr>
<tr>
<td></td>
<td>August 08</td>
</tr>
<tr>
<td></td>
<td>AC</td>
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<tr>
<td>5.4</td>
<td>Ensure we have a team of ‘advocates’ who are pushing the key regional issues and reinforcing the role and value of Advance Cairns</td>
</tr>
<tr>
<td></td>
<td>• Create Director briefing packs</td>
</tr>
<tr>
<td></td>
<td>• Implement six monthly stakeholder briefings to boards and members</td>
</tr>
<tr>
<td></td>
<td>• Briefings for patrons program</td>
</tr>
<tr>
<td></td>
<td>• Regular briefings of political representatives</td>
</tr>
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<td></td>
<td>December 08</td>
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### Section 5: The Linked Plan

#### OBJECTIVE 6: PROVIDE EFFECTIVE ADVOCACY FOR THE REGION ON KEY ISSUES

Monitor and seek to influence government policy and legislative plans to ensure there are no regulatory impediments to sustainable regional economic development. Devise appropriate policy and position papers.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Timeframe (Completed by)</th>
<th>Lead Agency</th>
<th>Support</th>
</tr>
</thead>
</table>
| **6.1 Response to FNQ2025 plan** | - Participate in the region's response to the 2025 plan  
- Integrate the main actions into regional economic development plan, which also addresses infrastructure/resource gaps  
- Review policy/regulatory programs to ensure minimum impact on lifestyle/environment  
- Ensure our objectives/strategies/action are aligned to the 2025 plan | August 08 | Chamber | AC, CRC |
| **6.2 Ensure key politicians and bureaucrats database is current, and provide regular regional updates** | - Produce regular newsletter which focuses on economic trends, regulatory issues, investment options, and regional promotion  
- Provide effective web linkages to related bodies  
- Update the position papers and elevator notes | September 08 | AC | |
| **6.3 Identify core issues and develop coordinated Influencing Decision Makers program** | - Survey industry to identify regulatory impediments to economic development  
- Coordinate the production of a joint local/state/federal prioritised list of major infrastructure requirements for the region, to assist in the lobbying for State and Federal Government funding  
- Set up workgroups  
- Develop position papers  
- Establish lobby trip program for politicians and industry targets  
- Prepare media briefing kits  
- Implement the lobbying plan as outlined in section 7.4 | September 08  
September 08 | External  
AC | AC  
Chamber, CRC |
### Section 5

#### The Linked Plan

| 6.4 Establish communication exchange forum with other key groups in Northern Australia | • Establish regular meetings and information exchange on key issues with TEL and other like bodies.  
• Identify joint lobbying issues  
• Identify joint research program | September 08 | AC |
|---|---|---|---|
| 6.5 Demonstrate to government we have solutions, which is in their interest to support and invest | • Develop investment scenarios showing offset savings to government by reducing demand on the SEQ area by providing incentives for business and migrants to come to TNC.  
• Identify how the regional aviation strategy adjustments can assist not only our region but development of regional Australia, through participation in the Access Economics study. | September 08 | AC |
| | | September 08 | Chamber |

**Working the plan**

The implementation and monitoring of the plan will follow the process of:

1. Each action will have assigned responsibilities.
2. The designated organisation/individual will commit to including the action item in their specific plans.
3. Every three months they will table a status report at the board meeting.
4. Plan adjustments will be actioned if necessary to reflect the status reports.
Section 6  Detailed Plans

6.1 MARKETING PLAN

The capacity of Advance Cairns to promote and advocate on the behalf of the region is in direct relation to the strength and credibility of the organisations’ brand. The marketing activities undertaken by the organisation will endorse the brand of Advance Cairns and its stance on regional economic issues. This will be achieved through the communication of key messages which reinforce Advance Cairns’ position and promote its activities.

Primary message
Advance Cairns is the Peak Coordination Agency for TNQ Economic Development.

Philosophical messages
Advance Cairns believes:

- Cairns is to be respected as a top rate city and not a secondary regional outpost by governments.
- Cairns and TNQ is a premier region for investors, new and growing businesses, skilled workers, tourists and governments.
- TNQ’s unique attributes and requirements deserve equally unique solutions.

Tactical messages
Advance Cairns will:

- Promote and support Cairns and the TNQ region as an integrated entity,
- Be apolitical and representative of all levels of business & community interests, and
- Be the project manager, not the builder.
## Section 6  Detailed Plans

### PUBLICATIONS STRATEGY

<table>
<thead>
<tr>
<th>Format</th>
<th>Format</th>
<th>Audience</th>
<th>Vehicle</th>
<th>Description</th>
<th>Timeframe</th>
</tr>
</thead>
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<td>E-Post Card</td>
<td>Fortnightly</td>
<td>Members, government &amp; selected businesses</td>
<td>email</td>
<td>Update of AC activities, research &amp; news.</td>
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<td>Editorial content, data sheets &amp; images</td>
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<tr>
<td>Research &amp; Data Sheets</td>
<td>BI-monthly</td>
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<td>Regional Profile</td>
<td>Annual</td>
<td>Community &amp; Business</td>
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<td>(lifestyle/business)</td>
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<td>Annual</td>
<td>Members, community, business &amp; Gov</td>
<td>A6 Booklet</td>
<td>Statistical information reference tool</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100 copies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TNQ Investment</td>
<td>Annual</td>
<td>Members, community, business &amp; Gov</td>
<td>A4 Booklet</td>
<td>Economic overview of Cairns and surrounding region</td>
<td>September 08</td>
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<tr>
<td>Environment</td>
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<td>Economic overview of Cairns and surrounding region</td>
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<td>Promote organisation</td>
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<td></td>
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<td>brochure</td>
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<td>1000 copies</td>
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<tr>
<td>Sector Profile</td>
<td>Annual</td>
<td>Community, Business</td>
<td>PDF Doc</td>
<td>Promote regional subsectors to potential markets</td>
<td>November 08</td>
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</tbody>
</table>
# Section 6: Detailed Plans

## Event Strategy

<table>
<thead>
<tr>
<th>Event</th>
<th>Definition</th>
<th>Internal/External</th>
<th>Participants</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Trade Mission Support</td>
<td>Promotion of Tropical Expertise to national &amp; international markets</td>
<td>External</td>
<td>DTRDI, DPI</td>
<td>April Event details to be finalised</td>
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<tr>
<td>AC Economic Development Forum</td>
<td>One day forum promoting AC &amp; TNQ</td>
<td>Internal</td>
<td>TNQ organisations</td>
<td>May</td>
</tr>
<tr>
<td>North Australia Conference</td>
<td>Two day conference of north aust economic development bodies</td>
<td>External</td>
<td>FNQACC, DTRDI, NT Gov &amp; other regional orgs</td>
<td>October Event details to be finalised</td>
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<td>Stakeholders &amp; Patrons Seminars</td>
<td>Inform patrons and shareholders of latest economic data and trends</td>
<td>Internal</td>
<td>Constituents, patrons and relevant organisations</td>
<td>Bi-annual Event November and May</td>
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<td>Conference Registration fees</td>
<td>Attendance for relevant events</td>
<td>External</td>
<td>Townsville Economic Development Conference etc</td>
<td>October onwards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medium</th>
<th>Definition</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Cairns Website</td>
<td>Reference point for company information and resource tool for the region</td>
<td>Annual</td>
</tr>
<tr>
<td>Australian Tropical Expertise Website</td>
<td>Promote the emerging sector and act as a platform for the Capability Database.</td>
<td>Annual</td>
</tr>
<tr>
<td>Advertising</td>
<td>Advertising &amp; editorial to support key activities and projects</td>
<td>Annual</td>
</tr>
<tr>
<td>Marketing Material</td>
<td>Two pop-up banners for conferences and events</td>
<td>September</td>
</tr>
</tbody>
</table>
Section 6  Detailed Plans

6.2 LINK TNQ - THE ESTABLISHMENT OF A REGIONAL ECONOMIC DEVELOPMENT HUB

Background
Advance Cairns was formed to provide a pivotal point for the ongoing economic development of the TNQ region. This laudable aim has not been achieved to a great extent – although a lot of very good ground work has been accomplished.

A stated objective of the organisation outlined in this plan is to better embrace the total region and ensure improved linkage and integration of economic plans across the regions.

The establishment of the new regional council structure and our increased focus on the TNQ region provides us with an opportunity to redefine our structure and our engagement of the regional councils and economic development bodies.

The missing element to enhance delivery of economic development in the region is an underpinning (not overarching) body that:

1. Acts as a point for discussions to identify the key priorities that will deliver real outcomes for the region’s economic health,
2. Acts as a central point for communication with government on these priorities, and
3. Identifies and/or advocates for funding and resources to deliver the required outcomes.

The role of this group needs to be clearly defined and enunciated to all parties. The role should be completely restricted to the above – only to be involved in projects that are seen as strategic priorities of the region.

It is therefore proposed that we introduce a new structure and initiatives under the banner “Link TNQ” to address and drive this need.

The Objective
The objective of the “Link TNQ” program will be

1. To work with the regional partners on the development of regional economic strategies,
2. Provide a coordination role which ensures a regional perspective is achieved,
3. Establish a resource based in our office to service the regional bodies, and
4. Establish a new body to coordinate funding submissions, grant dispersal and outcome management.

The Concept and Function of “Link TNQ”
The creation of “Link TNQ” would require the following:

1. Establishment of a new body which will be the vehicle for the region to prepare submissions and manage the grant monies.
2. Employment of a Regional Development Officer (RDO) co-funded by the Tablelands, Cassowary Coast, and Cook councils.
3. Establishing a series of cooperation agreements with the regional economic development bodies.
4. Set up of a TNQ regional strategy group comprising the mayors from the 4 major regions.
Section 6  Detailed Plans

5. Set up a TNQ regional advisory group comprising the economic development bodies such as CYPDA, Gulf Savannah.

The functions of the regional body would be as follows:

1. Intelligence and repository for data – manage a data-base to store, collate and disseminate data related to economic development in the region.
2. Identification of economic development priorities for the region.
3. Develop strategic responses to address these issues — this would involve:
   - obtaining agreement on a process from all key stakeholders – and getting a commitment from them for funding and resources,
   - lobbying for funding at the strategic level – not applying through existing grant programs,
   - calling for tenders and managing consultants/contractors working on this particular program – this could also involve contracting other regional organisation to do some of these tasks, and
   - ensuring key stakeholders build the ongoing implementation of the outcome into their core business.

The partners in driving “Link TNQ”
Currently the main players in the region that have a direct involvement in economic development are:

1. Advance Cairns
2. Tablelands Future’s Group
3. Chambers of Commerce
4. FNQROC
5. CYPDA
6. TRSA
7. Balkanu
8. GSD
9. FNQACC
10. TTNQ

The Structure of the Regional Body
It is proposed that Link TNQ would be supported and managed by the Advance Cairns structure, with the initial recruitment of a regional development officer who would report to the CEO.

A strategic advisory committee would be established to define the program priorities. The committee would consist of representatives of Advance Cairns and the Councils.

Additional resource would be recruited on an “as needs” basis, once additional funding is secured. This may result in the recruitment of

1. A contracts management coordinator – funded through an administration charge on grants.
2. An experienced project manager – funded through State or Commonwealth economic development agencies/programs.

The RDO is reflected in the headcount plan for 2008/09, but no assumption for other positions is included in this years plan.
Section 6  Detailed Plans

6.3 INFLUENCING DECISION MAKERS PLAN

Background
Our business plan identifies a critical role for Advance Cairns as policy development and advocacy, with one of our primary objectives being, the provision of effective advocacy for the region on key issues.

Our intention is to monitor and seek to influence government policy and legislative plans, to ensure there are no regulatory impediments to sustainable regional economic development. The primary targets for these efforts are: All three levels of government; our local elected members; Ministers and relevant government departments; and Industry Associations and representative bodies.

The Key Issues
The business planning process has identified the following current issues. Throughout the year this will be a dynamic list with new issues and priorities evolving.

Transport issues
- Airport privatisation
- Aviation capacity
- Regional aviation plan
- Cruise terminal and port development
- Road infrastructure

Health
- Clinical health services plan
- Review issues needed to address lack of placement opportunities for medical students/nurses

Employment
- 457 Visa conditions
- Overcoming skills shortages

Regional services
- Small business support in region
- Maintaining Government decentralised services in region

Tourism
- Promotion of region by national and state bodies
- Tourism network changes
- Impact of 2025 plan on tourism infrastructure

Regional development
- 2025 plan
- Understanding Fed Government focus on regional development and accessing available support funds for the region
- Determining what Regional incentives may be possible to attract skilled staff, investors, and Infrastructure investment
Section 6  Detailed Plans

The Methods
As relevant we will
- Research issues
- Produce position papers
- Issue press releases
- Face to face briefings
- Conduct email campaigns
- Produce support collateral
- Organise delegation visits
- Correspond with targets
- Present to associated and constituent bodies
- Nominate other constituent bodies as the lead agency and provide support where applicable
Section 7    Corporate Structure and Governance

“How we manage”

7.1    THE COMPANY STRUCTURE

Advance Cairns was initially set up as a public company, the shares of which are held by the Cairns City Council and the Cairns Port Authority. The two Shareholders provide the majority of the company’s funding but this is supplemented by contributions from Patrons from within the Region’s business community. The organisation has 11 directors, who consist of 6 members who are nominated by the constituent organisations, and 5 independent directors who are invited to join the board.

The profile of the constituent organisations is as follows:

Cairns Regional Council is the largest local government entity in the Tropical North and has a goal of creating Australia’s premier Regional city and for Cairns to become more “internationalised” each year.

Cairns Ports currently manages the fifth busiest airport in terms of international passenger movements in Australia and a multi-purpose Regional seaport. The proposed privatisation of the airport in late 2008 will see the organisation core business alter to the management of all Ports in Nth. Queensland, and the Cityport development in Cairns.

Tourism Tropical North Queensland (TTNQ) is the official destination marketing organization for Cairns, the Great Barrier Reef and the Tropical North Region.

Cairns Chamber of Commerce is the second largest chamber in Queensland and works with commerce, industry and government to improve the business environment for its 800-plus members.

Far North Queensland Area Consultative Committee is one of a national network of ACCs which provide a link between the Federal Government and rural and regional Australia to facilitate change and development.

James Cook University (JCU) - As the University servicing North Queensland it has campuses in both Cairns and Townsville, and a rapidly developing international student base.

7.2    THE BOARD COMPOSITION

The board currently consists of 11 directors, made up of 6 constituent members’ representatives and five Independent directors. The current incumbents are as follows.

7.2.1    Independent Directors

- Mr Russell Beer (Chairman), Managing Partner, MacDonells Law and Chairman of AFL Cairns
- Mr Cam Charlton, Director of Kleinhardt Pty Ltd; Director of CREDC
- Mr Ron Tong, Managing Director, Tong Sing
- Ms Rose-Marie Dash, Managing Director, HS Vision Group

One Independent Director position is currently vacant.
Section 7  Corporate Structure and Governance
“How we manage”

7.2.2  Nominated Directors
• Cr Val Schier, Mayor of Cairns, Cairns Regional Council
• Mr Clive Skarott, Chairman, Cairns Ports
• Mr Rob Gisson, Chief Executive Officer, Tourism Tropical North Queensland
• Mr Jeremy Blockey, President, Cairns Chamber of Commerce
• Mr Clive Abbott, Board member representing FNQ Area Consultative Committee
• Prof Sandra Harding, Vice Chancellor, JCU

7.3  PROPOSED STRUCTURAL AND BOARD COMPOSITION CHANGES

It is proposed to alter the company structure and board composition at the commencement of the 2008/09 financial year, with the organisation becoming a “Company Limited By Guarantee”.

At the same time as this structural change we will also alter the board composition as follows.
• The board will consist of 12 directors
• Each of the following six shareholders would nominate a director to represent them on the board
  I. Cairns Regional Council
  II. Cairns Ports
  III. TTNQ
  IV. Cairns Chamber of Commerce
  V. FNQ ACC
  VI. JCU
• A further 6 directors would be elected by the six member directors. This would be an increase of one in the number of independent directors from the current structure.
• Expressions of interest would be invited from relevantly qualified individuals to indicate their interest in joining the board. This would enable specific skill gaps on the board to be filled through selective appointment.
• The Chair and Deputy Chair would continue to be elected from the independent directors, and elected by the member directors. This would be an annual process.
• The term for the independent directors would be for three years, with their election staggered so that two would stand for re-election each year. Independent directors would be allowed to stand for a maximum of only two consecutive terms.

It is proposed that the new structure and board composition be introduced at the AGM for 2007/08 in October 2008, ending at the 2010 AGM. This process will ensure we maintain a rotation of 33% of the independent directors every year.

7.4  THE SUBCOMMITTEES

We currently have five board subcommittees which work with the management to address specific issues. They are:
• Operations, Audit and Governance Committee (OAGC)
• Funding
• Structural
• Business planning
• Brand & communication
Section 7 Corporate Structure and Governance
“How we manage”

These subcommittees are chaired by a director with secretariat support from the management team. Their tenure expires on the completion of the task defined in the terms of reference. The only exception is the OAGC which is a perennial committee, with terms of reference as outlined in section 6.3.

7.5 PERSONNEL

The present staff compliment consists of three full time equivalents (FTE’S). It is proposed to increase the FTE by 2 in the coming financial year. The 2008/09 budget reflects this proposed increase in head count.

<table>
<thead>
<tr>
<th>Current Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
</tr>
<tr>
<td>Administration Officer</td>
</tr>
<tr>
<td>Industry Development Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Development Officer</td>
</tr>
<tr>
<td>Economic Development Officer</td>
</tr>
</tbody>
</table>

7.6 OPERATIONS, AUDIT AND GOVERNANCE COMMITTEE

This committee (OAGC) consists of the Chairman, representatives from CRC and CP and Ms Rose-Marie Dash. The Advance Cairns CEO is an observer. The activities of the OAGC include, but are not limited to:

- Formulating and overseeing Advance Cairns corporate governance policies;
- Monitoring the internal controls and proper maintenance of accounting records and procedures;
- Supporting the independence of internal and external auditors;
Section 7  Corporate Structure and Governance

"How we manage"

- Providing direct communication channels between management, auditors and the Board; and
- Keeping funding bodies fully informed about accounting and auditing issues.

7.7  FINANCIAL MANAGEMENT

Advance Cairns' financial practices are governed by the Advance Cairns Financial Management Practice Manual (FMPM). The FMPM sets a guide for everyday financial management and accounting, outlining a prescriptive approach to the stewardship of public funds and is reviewed annually.

7.8  ACCOUNTING AND ADMINISTRATION

Cairns Ports administers most of the accounting processes of Advance Cairns and provides the following reports:

- Income and Expenditure summary;
- Income and Expenditure details;
- Variance analysis of Expenditure to budget;
- Balance Sheet; and
- Cash-flow.

The reports are compiled and submitted on a monthly basis to the Board with accumulated year to date figures. The CEO comments on the financial results through monthly Board notes. The continuation of this service will be the subject of discussion with the management of Cairns Ports in light of the structural changes which they will be implementing in 2008/09.
8.2 REGIONAL ECONOMIC DATA

☐ Cairns
   — Far North Queensland —

The Regional Economy

April 2008
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1. OUTLINE OF RECENT TRENDS

1.1 General

Overall, the Cairns regional economy has continued to experience strong growth in recent years at levels well above those of the slower growth period 1997 to 2001, and in the last few years, above 30-year long-term average growth rates. However, there is some evidence that growth, while still strong, may have been moderating in recent months.

1.2 Population

Table #1 shows long and short-term population growth. Since the report we prepared in June 2006, Australian Bureau of Statistics (ABS) has adjusted the estimates of growth for recent years upwards based on evidence from the Census.

A feature of the Cairns region is the continuing growth of areas outside of the regional city of Cairns. This is in strong contrast to the situation in many other regional areas of Australia where rural population surrounding regional cities is declining.

<table>
<thead>
<tr>
<th>Table #1 – Estimated Residential Population Growth on Previous Year, Cairns Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns City LGA</td>
</tr>
<tr>
<td>Total Cairns Region</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Cat 31010.0.55.001.

It is a matter for concern that ABS inter-censal estimates for 2004/05 of 2.3% for Cairns and 1.4% for the region were subsequently adjusted upwards to 3.6% and 2.4% respectively.

1.3 ‘Real’ Taxable Incomes

Latest data available on ‘real’ personal taxable incomes is given in Table #2 below and covers up to 2004/05.

<table>
<thead>
<tr>
<th>Table #2 – ‘Real’ Personal Taxable Incomes, Cairns Region (a)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns City LGA</td>
</tr>
<tr>
<td>Total Cairns Region</td>
</tr>
</tbody>
</table>

Note: FNQ Statistical Division plus Gulf Shires to 2003/04. FNQ Statistical Division only 2004/05.
Source: Cummings Economics from DOTARS Analysis to 2004/05.

The indications are that after bottoming in 2000/01, growth in personal taxable incomes bounced back more strongly than the ABS initial intercensal population growth estimates indicated. The ABS has since adjusted its population growth estimates upwards. Unfortunately, it is not possible to easily access more recent data.
Section 8  Appendices

1.4 Construction

The year 2006/07 saw value of building approvals recorded in the region reach record levels of over $1bn in value. Although number of dwellings approved was not a record, it was very high.

<table>
<thead>
<tr>
<th>Table #3 – Building Approvals, Far North Statistical Division, 2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>New homes</td>
</tr>
<tr>
<td>No.</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>2004/05</td>
</tr>
<tr>
<td>2005/06</td>
</tr>
<tr>
<td>2006/07</td>
</tr>
<tr>
<td>First 8 months 2007/08</td>
</tr>
<tr>
<td>Estimate for full months 2007/08</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Building Approval Statistics.

The first 8 months of 2007/08 has seen house dwelling approvals continue at high levels, but flat/unit approvals settle back to a lower level resulting in estimated total dwellings for the year being lower. Value of non-residential building approvals is up. Estimated total value for the full year is likely to be above the 2006/07 record and up towards $1.5bn.

1.5 Property Prices

Property prices continued to rise in 2007 for both houses and flats/units, right through to December Quarter.

<table>
<thead>
<tr>
<th>Table #4 – Median House &amp; Flat/Unit Prices, Cairns City LGA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median house prices: $300,000</td>
</tr>
<tr>
<td>Median flat/unit prices: $295,000</td>
</tr>
<tr>
<td>Median house prices: $336,000</td>
</tr>
<tr>
<td>Median flat/unit prices: $400,000</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from RP Data.

A feature of recent years has been a strong increase in property prices outside of Cairns. The following Table #5 illustrates for the Tablelands.

<table>
<thead>
<tr>
<th>Table #5 – Median House Prices, Tablelands LGA's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mareeba</td>
</tr>
<tr>
<td>2002</td>
</tr>
<tr>
<td>2003</td>
</tr>
<tr>
<td>2004</td>
</tr>
<tr>
<td>2005</td>
</tr>
<tr>
<td>2006</td>
</tr>
<tr>
<td>2007</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from RP Data.
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1.6 Residential Land Activity

The following Table #6 shows quarterly lot registration and consumption and indicates that lot registration was running ahead of consumption during the year ending September quarter 2007, but not as much as in previous years. Recent quarters indicate that a reversal has taken place with lot registrations dropping below consumption. This would indicate a present or anticipated oversupply starting to occur in the market.

<table>
<thead>
<tr>
<th>Year to September</th>
<th>Lot Reg</th>
<th>Lot Consump</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>598</td>
<td>875</td>
<td>(-277)</td>
</tr>
<tr>
<td>1999</td>
<td>61</td>
<td>623</td>
<td>(-567)</td>
</tr>
<tr>
<td>2000</td>
<td>341</td>
<td>529</td>
<td>(-188)</td>
</tr>
<tr>
<td>2001</td>
<td>333</td>
<td>326</td>
<td>+7</td>
</tr>
<tr>
<td>2002</td>
<td>742</td>
<td>625</td>
<td>+117</td>
</tr>
<tr>
<td>2003</td>
<td>771</td>
<td>731</td>
<td>+40</td>
</tr>
<tr>
<td>2004</td>
<td>1,167</td>
<td>947</td>
<td>+218</td>
</tr>
<tr>
<td>2005</td>
<td>1,556</td>
<td>1,059</td>
<td>+436</td>
</tr>
<tr>
<td>2006</td>
<td>1,520</td>
<td>865</td>
<td>+652</td>
</tr>
<tr>
<td>2007</td>
<td>1,500</td>
<td>1,384</td>
<td>+116</td>
</tr>
<tr>
<td>MQ 2007</td>
<td>456</td>
<td>385</td>
<td>+71</td>
</tr>
<tr>
<td>JQ 2007</td>
<td>295</td>
<td>319</td>
<td>-24</td>
</tr>
<tr>
<td>SQ 2007</td>
<td>276</td>
<td>343</td>
<td>-67</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from Population Information & Forecasting Unit (PIFU, Qld Department of Local Government & Planning).

1.7 Vacancies & Rentals

Herron Todd White data on Cairns’ rental vacancies indicates that the decline from the very high levels in the late 90's bottomed early in 2007, had crept up again a little since then, but remained at very low levels.

Average rentals, as indicated by 2 bedroom flats/units, continued to move up during the past year, but by a lesser amount.

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter</th>
<th>Average Rental</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>March</td>
<td>$175</td>
</tr>
<tr>
<td>2006</td>
<td>March</td>
<td>$200</td>
</tr>
<tr>
<td>2007</td>
<td>March</td>
<td>$240</td>
</tr>
<tr>
<td>2008</td>
<td>March</td>
<td>$250</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from Qld Residential Tenancy Authority.
Section 8  Appendices

1.8 Tourism Visitor Numbers

Indications are that overall growth in visitor numbers in 2007 was relatively poor.

The International Visitor Survey (IVS) showed little growth in international visitor numbers to Australia and a decline in Cairns figures.

<table>
<thead>
<tr>
<th>Year</th>
<th>Cairns Region</th>
<th>Australia</th>
<th>Cairns as % of Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>618</td>
<td>4,475</td>
<td>18.3%</td>
</tr>
<tr>
<td>2002</td>
<td>782</td>
<td>4,462</td>
<td>17.5%</td>
</tr>
<tr>
<td>2003</td>
<td>746 (-4.6%)</td>
<td>4,385</td>
<td>17.0%</td>
</tr>
<tr>
<td>2004</td>
<td>807 (+8.2%)</td>
<td>4,797</td>
<td>16.8%</td>
</tr>
<tr>
<td>2005</td>
<td>858 (+8.3%)</td>
<td>5,046</td>
<td>17.0%</td>
</tr>
<tr>
<td>2006</td>
<td>859 (+0.0%)</td>
<td>5,098</td>
<td>16.8%</td>
</tr>
<tr>
<td>2007</td>
<td>842 (-2.0%)</td>
<td>5,197</td>
<td>16.2%</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from Australian Tourism Research International Visitor Survey.

The National Visitor Survey (NVS) indicated a fall in domestic visitor numbers during 2007 of -5%, but a rise in visitor nights of +2%. However, the sample survey is highly suspect as a tool for measuring year on year changes. Air data would indicate that a small rise in domestic visitors travelling by air took place in 2007 (see following Section 1.10).

1.9 Visitor Origins

The following gives details of international visitor origins.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand</td>
<td>52</td>
<td>39</td>
<td>39</td>
<td>(-25%)</td>
<td>0%</td>
</tr>
<tr>
<td>Japan</td>
<td>250</td>
<td>224</td>
<td>203</td>
<td>(-10%)</td>
<td>(-9.4%)</td>
</tr>
<tr>
<td>Other Asia</td>
<td>88</td>
<td>89</td>
<td>107</td>
<td>0%</td>
<td>+20.2%</td>
</tr>
<tr>
<td>US</td>
<td>95</td>
<td>106</td>
<td>104</td>
<td>(+12%)</td>
<td>(-1.9%)</td>
</tr>
<tr>
<td>Canada</td>
<td>20</td>
<td>26</td>
<td>28</td>
<td>(+30%)</td>
<td>+7.7%</td>
</tr>
<tr>
<td>UK</td>
<td>152</td>
<td>193</td>
<td>145</td>
<td>0%</td>
<td>(-11.0%)</td>
</tr>
<tr>
<td>Other Europe</td>
<td>181</td>
<td>182</td>
<td>178</td>
<td>(-13%)</td>
<td>(-2.2%)</td>
</tr>
<tr>
<td>Other</td>
<td>30</td>
<td>29</td>
<td>51</td>
<td>(-31%)</td>
<td>+75.9%</td>
</tr>
</tbody>
</table>

*Note: China excluding Hong Kong grew from 27,900 to 32,600 to 56,000 over the two years 2006 & 2007.
Source: Cummings Economics from IVS Data.

The indications are:

- The previous lacklustre growth out of Japan has turned into a continuing decline.
- Very strong growth from a small base out of China has seen numbers double over the past two years.
Section 8 Appendices

- Falls were recorded out of UK and Europe.

On the domestic front, while the NVS is not reliable in detail, it tends to indicate that the long-term trend is for interstate traffic to grow, but traffic from within Queensland to decline as lower airfares lead to travel to more distant destinations.

1.10 Airport Passenger Numbers

Growth in recent financial year total passenger numbers has been as follows.

<table>
<thead>
<tr>
<th></th>
<th>International Terminal</th>
<th>Domestic Terminal</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001/02</td>
<td>(-3.2%) (Ansett collapse/9/11)</td>
<td>1 1</td>
<td>(-0.3)</td>
</tr>
<tr>
<td>2002/03</td>
<td>7.1%</td>
<td>7 1</td>
<td>1 1</td>
</tr>
<tr>
<td>2003/04</td>
<td>10.3%</td>
<td>10 3</td>
<td>1 1</td>
</tr>
<tr>
<td>2004/05</td>
<td>8.4%</td>
<td>8 4</td>
<td>1 1</td>
</tr>
<tr>
<td>2005/06</td>
<td>3.9%</td>
<td>3 9</td>
<td>1 1</td>
</tr>
<tr>
<td>2006/07</td>
<td>1.4%</td>
<td>1 4</td>
<td>1 1</td>
</tr>
</tbody>
</table>

The last few years have seen a pattern of falling numbers in the international terminal, but generally more than compensated by rises in the domestic terminal.

This trend has continued in the first 6 months of 2007/08. However, there was a marked turnaround in the March Quarter 2008.

Table #10 – Growth in Traffic Over Same Month Previous Year, Cairns International Airport

1.11 Tourist Accommodation

Table #10 indicates that growth in room nights in hotels, motels and serviced apartments has been dwindling off after the initial boost given by the low cost air services in 2002/03 and 2003/04. The 2005/06 and 2006/07 figures were negative.

Table #11 – Growth in Room Nights in Hotels/Motels & Serviced Apartments, 15 Rooms plus, Far North Q’ld Statistical Division

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989/90</td>
<td>10.0%</td>
</tr>
<tr>
<td>1990/91</td>
<td>25.1%</td>
</tr>
<tr>
<td>1991/92</td>
<td>3.4%</td>
</tr>
<tr>
<td>1992/93</td>
<td>4.7%</td>
</tr>
<tr>
<td>1993/94</td>
<td>2.6%</td>
</tr>
<tr>
<td>1994/95</td>
<td>4.6%</td>
</tr>
<tr>
<td>1995/96</td>
<td>(-2.2%)</td>
</tr>
<tr>
<td>1996/97</td>
<td>(-0.4%)</td>
</tr>
<tr>
<td>1997/98</td>
<td>3.7%</td>
</tr>
<tr>
<td>1998/99</td>
<td>3.7%</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/01</td>
<td>-0.3%</td>
</tr>
<tr>
<td>2001/02</td>
<td>-7%</td>
</tr>
<tr>
<td>2002/03</td>
<td>5.3%</td>
</tr>
<tr>
<td>2003/04</td>
<td>11.0%</td>
</tr>
<tr>
<td>2004/05</td>
<td>1.2%</td>
</tr>
<tr>
<td>2005/06</td>
<td>-1.0%</td>
</tr>
<tr>
<td>2006/07</td>
<td>-3.3%</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Tourist Accommodation Series.

The figures are not even across the region. The inner city area recorded a small growth in room nights in 2005/06 and 2006/07, but latest December Quarter figures show a small fall.

1.12 Overseas Departures

After two years of decline (2000/01 to 2002/03), the number of Australians travelling overseas (short-term) leapt in 2003/04 and 2004/05 by a massive 27%. This growth however, settled down to 6.3% in 2005/06 and 6.0% in 2006/07.

<table>
<thead>
<tr>
<th>Year</th>
<th>% Increase over Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/01</td>
<td>7.4%</td>
</tr>
<tr>
<td>2001/02</td>
<td>(-5.9%)</td>
</tr>
<tr>
<td>2002/03</td>
<td>(-2.2%)</td>
</tr>
<tr>
<td>2003/04</td>
<td>10.4%</td>
</tr>
<tr>
<td>2004/05</td>
<td>16.6%</td>
</tr>
<tr>
<td>2005/06</td>
<td>5.3%</td>
</tr>
<tr>
<td>2006/07</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Data.

1.13 Airfares

Charts, Appendix 1, from the Bureau of Transport and Regional Economics indicate that ‘best discount fares’ dropped strongly between 2002 and 2004, trended back up a bit 2004 to 2006, but although volatile, have tended to trend downwards in 2007 and 2008. However, recent announcements of fare increases to compensate for increasing fuel costs seem likely to send them back up again. The increases however are not large and about 3%.

See also further comment, Section 3.1, the Tourism Situation.

1.14 Mining

Latest official mining figures indicate that the large rise in mining income in the region that commenced in 2003/04 was not sustained in 2004/05 and 2005/06, in strong contrast to other northern and central regions (see further comment, Sections 2.1 and 3.2). The 2006/07 figures are not yet available.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Value of Mineral Production (Rounded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/01</td>
<td>$410m</td>
</tr>
<tr>
<td>2001/02</td>
<td>$310m</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002/03</td>
<td>$230m</td>
</tr>
<tr>
<td>2003/04</td>
<td>$370m</td>
</tr>
<tr>
<td>2004/05</td>
<td>$350m</td>
</tr>
<tr>
<td>2005/06</td>
<td>$360m</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from Q’ld Department of Natural Resources & Mines.

1.15 Fishing

By and large, fishing industry income in the region has tended to be static or declining in recent years. Declines in some sectors are, in part, offset by diversification of production in others. There have been reports that the high Australian dollar has been placing some segments under great strain.

1.16 Agriculture

Agricultural income in the region has shown a long-term 'real' increase in value of production of about 2 – 3% per annum, but with substantial year to year variation.

Table #14 – Gross Value of Agricultural Production

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982/83</td>
<td>$235m</td>
</tr>
<tr>
<td>1997/98</td>
<td>$620m</td>
</tr>
<tr>
<td>1999/00</td>
<td>$670m</td>
</tr>
<tr>
<td>1999/00</td>
<td>$622m</td>
</tr>
<tr>
<td>2000/01</td>
<td>$758m</td>
</tr>
<tr>
<td>2001/02</td>
<td>$875m</td>
</tr>
<tr>
<td>2002/03</td>
<td>$888m</td>
</tr>
<tr>
<td>2003/04</td>
<td>$795m</td>
</tr>
<tr>
<td>2004/05</td>
<td>$868m</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Agstats.

Australian Bureau of Statistics Agstats is now based on a census every 5 years only and intercensal estimates in between. The last census was in 2000/01 and there could be some problems with reliability of the intercensal estimates. The figures show a decline in 2003/04, but the 2004/05 figures were back up again. The 2005/06 agricultural census figures were to become available in November last year, but have been delayed.

The above figures do not include value adding processing (sugar mills, dairy factories, abattoirs and the like).

Cyclone Larry destabilised fruit prices during 2006 but they have returned to normal patterns.

The sugar price came back sharply from its record high of about 18¢ US per lb to be around 9 – 10¢ US per lb during most of 2006/07. This price was still quite good compared with the very low prices of a few years ago of 5 – 6¢ per lb. After moving down to 8 – 9¢ per lb, for the past six months prices have been around 11 - 12¢.

Beef prices reached a historically high level in 2005, and although down a bit, have remained high.
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1.17 Sundry Services

Outside earnings from a range of service type activities have been growing from a small base over the years to become a significant force in the economy.

There is a problem in tracking these earnings due to lack of timely, and in some cases, any, statistical data.

Included are the following activities:

- The maritime servicing sector.
- The aviation servicing sector.
- Supply of ‘fly-in/fly-out’ and engineering services to mining in nearby regions.
- General trade with Freeport Indonesia and the PNG/Pacific area.
- Defence and surveillance spending.
- The research and education sector.

Latest indications are that Super yacht slipway income dropped in 2006, following Cyclone Larry, but has recovered, but not to 2005 levels. Cruising Super yachts income has been trending upwards, partly as a result of Super yachts basing in Cairns.

The aviation servicing sector seems to be trending upwards but there is no solid information publicly available.

Cairns’ fly-in/fly-out services have been growing and the city now has regular flights to four mining areas in Papua New Guinea, flights have been restored from Freeport Indonesia and there are regular flights now ex Cairns to mining areas of Gove, MacArthur River, Century, Mt Gordon, Mt Isa and Cloncurry in the North West and regular services to three sites in the Peninsula, making a total of 14 sites connected. Additional servicing businesses have been locating in Cairns.

Defence and surveillance spending has been increasing over the years. It is probably of the order of $200m pa.

Exports to Freeport are now reported to be worth about $300m.

The continuing build up of the local university campus has been increasing economic activity in the region.

1.18 Other Data

The Herron Todd White table of job advertisements in the Cairns Post peaked in 2006.

It has plateaued at a high level with a very slight downward trend.

2. SOME COMPARISONS

2.1 Regional Comparisons

For decades, the growth of Cairns and the Cairns region, as reflected by population growth and construction levels, has been running ahead of Townsville and the Townsville region.

In more recent years, Townsville’s growth has been stronger than that of Cairns, but the Cairns region’s growth has been stronger than that of the Townsville region as a whole. In 2006/06, the Townsville region went ahead in building approvals but Cairns region recovered the lead in 2006/07. Approvals for the first 6 months 2007/08 show the Townsville region back in the lead by a small margin. Non-house dwellings were up in Townsville, but down in Cairns.

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Table #15 – Regional Growth – Building Approvals

<table>
<thead>
<tr>
<th></th>
<th>Far North Stat Div</th>
<th>Northern Stat Div</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2006/07</td>
<td>2007/08 First 8 mths</td>
</tr>
<tr>
<td>Building Approvals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New houses (No.)</td>
<td>2,115</td>
<td>1,590</td>
</tr>
<tr>
<td>Other dwellings (No.)</td>
<td>1,184</td>
<td>536</td>
</tr>
<tr>
<td>Non-residential Building ($)</td>
<td>$272m</td>
<td>$344m</td>
</tr>
<tr>
<td>Total building ($)</td>
<td>$1,092m</td>
<td>$872m</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS Data.

In 2006/07, the Far North led population growth in the north and Cairns City Statistical Sub Division was shown as pipping Townsville/Thuringowa Statistical Sub Division by a small margin.

Based on the building approvals for the first 8 months of 2007/08, it seems likely that Townsville could record the faster growth in 2007/08, but the Cairns/Far North region continues to lead.

The major factor behind the recent upsurge in growth in the Townsville and Mackay regions has been growth in mining income.

Table #16 – Value of Mining Production – Q’ld Northern & Central Regions

<table>
<thead>
<tr>
<th>Statistical Divisions</th>
<th>1990/91</th>
<th>2000/01</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Far North</td>
<td>$464</td>
<td>$414</td>
<td>$371</td>
<td>$350</td>
<td>$363</td>
</tr>
<tr>
<td>North</td>
<td>$511</td>
<td>$754</td>
<td>$946</td>
<td>$1,059</td>
<td>$1,431</td>
</tr>
<tr>
<td>North West</td>
<td>$895</td>
<td>$3,062</td>
<td>$4,126</td>
<td>$4,011</td>
<td>$4,567</td>
</tr>
<tr>
<td>Mackay</td>
<td>$1,425</td>
<td>$2,871</td>
<td>$2,985</td>
<td>$5,099</td>
<td>$8,697</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from data supplied by Q’ld Department of Natural Resources & Mines.

Much of the recent growth in mining income in the Mackay and Townsville regions has been due to rises in the price of minerals; especially coal (see also Section 3.2).

2.2 International Visitors

In 2006, the Cairns region continued its position as the second most important international holiday visitor destination after Sydney (see Table #17), ahead of Melbourne and the Gold Coast that has now dropped back to fourth in terms of visitor numbers. Melbourne has been coming up strongly in recent years. The March quarter figures saw Cairns lose its second position to Melbourne, but by December Quarter, it was back above Melbourne.

Table #17 – International Holiday Purpose Visitors & Visitor Nights, 2005 & 2006 - Leading Regions

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sydney</td>
<td>1,450,000</td>
<td>1,453,000</td>
<td>10,900,000</td>
<td>10,700,000</td>
</tr>
<tr>
<td>Cairns Region</td>
<td>702,000</td>
<td>682,000</td>
<td>5,157,000</td>
<td>4,902,000</td>
</tr>
<tr>
<td>Melbourne</td>
<td>688,000</td>
<td>579,000</td>
<td>7,115,000</td>
<td>7,495,000</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>622,000</td>
<td>638,000</td>
<td>4,120,000</td>
<td>4,247,000</td>
</tr>
<tr>
<td>Brisbane</td>
<td>500,000</td>
<td>456,000</td>
<td>4,204,000</td>
<td>4,281,000</td>
</tr>
<tr>
<td>Perth</td>
<td>309,000</td>
<td>304,000</td>
<td>4,462,000</td>
<td>4,811,000</td>
</tr>
<tr>
<td>Adelaide</td>
<td>187,000</td>
<td>135,000</td>
<td>1,212,000</td>
<td>1,597,000</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from IVS Data.

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Relative growth in holiday visitors was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>4.3%</td>
<td>1.8%</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>(-1.7%)</td>
<td>(-2.3%)</td>
<td>+2.6%</td>
</tr>
<tr>
<td>Brisbane</td>
<td>3.7%</td>
<td>(-2.3%)</td>
<td>(-0.2%)</td>
</tr>
<tr>
<td>Melbourne</td>
<td>3.3%</td>
<td>6.5%</td>
<td>(-1.3%)</td>
</tr>
<tr>
<td>Perth</td>
<td>3.0%</td>
<td>(-4.3%)</td>
<td>(-1.6%)</td>
</tr>
<tr>
<td>Cairns Region</td>
<td>5.6%</td>
<td>(-2.9%)</td>
<td>(-2.8%)</td>
</tr>
<tr>
<td>Sydney</td>
<td>4.8%</td>
<td>1.1%</td>
<td>(-2.0%)</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from IVS Data.

The following Table #19 gives data for international backpacker visitors showing patchy results in 2007 after strong growth in 2006.

<table>
<thead>
<tr>
<th></th>
<th>Visitors 2006</th>
<th>Visitors 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sydney</td>
<td>407,000</td>
<td>421,000</td>
</tr>
<tr>
<td>Cairns Region</td>
<td>229,000</td>
<td>222,000</td>
</tr>
<tr>
<td>Melbourne</td>
<td>245,000</td>
<td>243,000</td>
</tr>
<tr>
<td>Brisbane</td>
<td>232,000</td>
<td>220,000</td>
</tr>
<tr>
<td>Gold Coast</td>
<td>121,000</td>
<td>129,000</td>
</tr>
<tr>
<td>Perth</td>
<td>98,000</td>
<td>101,000</td>
</tr>
<tr>
<td>Adelaide</td>
<td>55,000</td>
<td>54,000</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from IVS Data.

Growth 2007 on 2006 was as follows:

<table>
<thead>
<tr>
<th></th>
<th>Growth 2007 on 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Coast</td>
<td>-6.6%</td>
</tr>
<tr>
<td>Sydney</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Perth</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Melbourne</td>
<td>+1.6%</td>
</tr>
<tr>
<td>Adelaide</td>
<td>(-1.1%)</td>
</tr>
<tr>
<td>Cairns Region</td>
<td>(-1.8%)</td>
</tr>
<tr>
<td>Brisbane</td>
<td>(-2.0%)</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from IVS Data.

In recent years, Cairns has lost its position as second to Sydney to now be exceeded by Melbourne and Brisbane.

2.3 Private Enterprise vs. Government

Statistics now available on business numbers in the north indicate the Cairns/Far North’s dominant position in total business numbers and in most categories.
Section 8 Appendices

The value of building approvals in 2006/07 and first 8 months of 2007/08 indicates the higher levels of government construction funds going into the Townsville region and the Northern Territory and Cairns region’s continuing lead in private construction.

Table #21 - Value of Building Approvals

<table>
<thead>
<tr>
<th></th>
<th>Cairns/Far North SD</th>
<th>Townsville/Northern SD</th>
<th>Northern Territory</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Private</td>
<td>Public</td>
<td>Private</td>
</tr>
<tr>
<td>2006/07</td>
<td>$934m</td>
<td>$108m</td>
<td>$792m</td>
</tr>
<tr>
<td>First 8 months 2007/08</td>
<td>$752m</td>
<td>$757m</td>
<td>$540m</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from ABS data.

3. SOME IMMEDIATE ISSUES

3.1 The Tourism Situation

As canvassed in the last two of these reviews, underlying circumstances have been such that strong tourism growth could not have been expected.

This situation seems likely to continue through this year.

However, there are signs that within the next two years, the situation could become more favourable. Recent airport figures have shown an upturn, probably mainly due to extra Chinese New Year charters and an early Easter.

The Tourism Forecasting Committee projects in relation to international markets:

- The Australian dollar is likely, on balance, to moderate against other source country currencies during 2008.
- Sustained higher fuel costs will continue to add to the cost of travel, especially to longer haul destinations.
- For air transport however, this will be offset by a strong increase in aviation capacity (especially from new B767’s and A380’s) from late 2008 onwards relieving peak period shortages and placing a downward pressure on airfares.

The Forecasting Committee estimates the amount of aviation capacity serving domestic markets is set to expand strongly by around 27% during 2008 and 2009 (especially in low cost carriers) resulting in falls in airfares.
Section 8 Appendices

Disappointingly, Boeing recently announced a six month delay in the delivery of its new Dreamliners which puts relief from this source further off into 2009.

The following table indicates that although the Australian dollar has continued to appreciate against the US dollar and a number of other currencies, it has been depreciating against other key currencies such as the euro and the yen, and there was virtually no increase on a trade weighted basis from July 2007 to end March 2008.

<table>
<thead>
<tr>
<th></th>
<th>US Dollar</th>
<th>UK Pound</th>
<th>Trade Weighted Index</th>
<th>Euro</th>
<th>Yen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Jan 2007</td>
<td>0.7939</td>
<td>0.4039</td>
<td>65.0</td>
<td>0.5997</td>
<td>94.27</td>
</tr>
<tr>
<td>1 Jul 2007</td>
<td>0.8562</td>
<td>0.4244</td>
<td>69.1</td>
<td>0.6303</td>
<td>104.96</td>
</tr>
<tr>
<td>1 Jan 2009</td>
<td>0.8797</td>
<td>0.4427</td>
<td>68.6</td>
<td>0.5011</td>
<td>98.30</td>
</tr>
<tr>
<td>31 Mar 2009</td>
<td>0.9180</td>
<td>0.4603</td>
<td>66.9</td>
<td>0.5813</td>
<td>91.58</td>
</tr>
<tr>
<td><strong>Change 31 Mar 08 over 1 Jul 07</strong></td>
<td>+7.6%</td>
<td>+8.6%</td>
<td>(-0.2%)</td>
<td>(-7.8%)</td>
<td>(-12.7%)</td>
</tr>
</tbody>
</table>

Source: Cummings Economics from RBA.

During April however, the Trade Weighted Index moved up again by a few percent under the influence of some further commodity price increases and further interest rate rises when overseas rates are trending downwards.

3.2 Mining

Stimulus is coming in from the mining sector from two directions:

a) Increasing mining activity in the immediate region.

b) Increasing penetration of ‘fly-in’ mining services further afield.

New mines in the region include:

- Kagara Zinc’s Mungana Mine and Processing Plant – construction workforce is expected to peak at about 500 about August. On going workforce is expected to be about 200.

- Wolfram Camp’s Wolfram Mine is currently coming on stream with a workforce of 50.

- Vital Metal’s Sheelite Mine is expected to start construction next year. Operating workforce will be about 100.

Against this, Bluestones Collingwood’s Tin Mine has closed. Workforce has been recorded at about 80.

Three new mining operations seem to be moving rapidly towards construction - Norico’s Nickel south of Mt Garnet, Copper Strike at Einasleigh, and Rennison’s Gold project south of Forsayth.

Additional major developments are set to take place in the next few years in the Peninsula (Chalco), in PNG (over $10bn in two LNG plants near Port Moresby and Harmony’s Gold Mine near Bulolo), in the North West (a number of new operations), and in the Mackay region (some 11 new coal mining operations).

4. FUTURE OUTLOOK

The future outlook over the next twelve months is certainly not as favourable as at this time last year.

a) The tourism situation seems likely to get a bit worse before it gets better.

b) Stock exchange turmoil has affected some key local companies that have been heavy investors in new construction in the region.

c) Higher interest rates and inflation, including high petrol prices, are putting a strain on family budgets.
Section 8 Appendices

d) The world economic situation is denting business, investor and consumer confidence. Countering this however, is:

a) World economic growth, although moderating, remains strong, especially in China and India.

b) The region’s mining income is expanding.

c) Agricultural prices are good and farm commodity prices have been rising.

d) Cairns’ service sectors are continuing to expand, including the education and research sectors.

e) Rental vacancy rates are at a low level and there is no current evidence of any major over supply of residential or tourism properties.

f) Any tendency for levels of construction to recede from the recent high levels are likely to be offset by major hospital and dental school construction work over the next few years.

Overall, it seems likely that growth could moderate but remain at a relatively high level.

For Advance Cairns and its constituent organizations, there will be a challenge to ensure that the likely local impacts of negatives flowing out of the instability in capital markets, US recessionary tendencies, and the tourism situation, are not blown out of proportion and confidence in continuing strong growth is maintained.
**Appendices**

**Domestic Airfare Indexes**

*Bureau of Transport & Regional Economics*

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**Report commissioned by Advance Cairns, April 2008**

*Prepared by Cummings Economics*

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Email: Cummings@cummins.net.au
Web: www.cummins.net.au
ABN 99 734 489 175
Section 8 Appendices

ADDITIONAL INDICATORS

Re state of the local Sugar industry

![Area of Cane Harvested - Mulgrave & Babinda Mills](chart)

Source of data:
Mulgrave Central Mill Co Ltd; Bundaberg Sugar Ltd – NQ Regional Office.

Re state of local employment

![Unemployment rate for the Cairns Local Government Area (LGA)](chart)

Source of data:
Small Area Labour Markets Report – Smoother Estimates, Table 3, Department of Employment and Workplace Relations.
Diversity of Gross Regional Product - Far North Statistical Division

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary (resource-based)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>8.9%</td>
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<td>7.7%</td>
<td>7.4%</td>
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<tr>
<td>Mining</td>
<td>7.3%</td>
<td>7.1%</td>
<td>7.9%</td>
<td>9.3%</td>
</tr>
<tr>
<td><strong>Secondary (goods-based)</strong></td>
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<tr>
<td>Construction</td>
<td>19.0%</td>
<td>19.8%</td>
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<tr>
<td>Manufacturing</td>
<td>4.6%</td>
<td>4.3%</td>
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<td>3.0%</td>
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<td>Electricity, gas and water</td>
<td>3.8%</td>
<td>3.8%</td>
<td>2.9%</td>
<td>2.3%</td>
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<tr>
<td><strong>Tertiary (commerce-based)</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>7.3%</td>
<td>7.4%</td>
<td>9.5%</td>
<td>8.4%</td>
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<tr>
<td>Transport &amp; Storage</td>
<td>7.8%</td>
<td>7.3%</td>
<td>5.3%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>4.3%</td>
<td>4.5%</td>
<td>4.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Quaternary (info &amp; finance-based)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Govt Admin &amp; Defence</td>
<td>6.5%</td>
<td>8.6%</td>
<td>8.2%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Property &amp; Business</td>
<td>6.3%</td>
<td>6.4%</td>
<td>7.7%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Ownership of Dwellings</td>
<td>7.2%</td>
<td>6.9%</td>
<td>6.7%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Education</td>
<td>4.4%</td>
<td>4.1%</td>
<td>3.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>General Govt</td>
<td>3.6%</td>
<td>3.3%</td>
<td>3.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Finance &amp; Insur</td>
<td>2.6%</td>
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<td>2.2%</td>
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<tr>
<td>Communications</td>
<td>0.9%</td>
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<td>2.1%</td>
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</tr>
<tr>
<td><strong>Quinary (household-based)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Accom, Care &amp; Rest</td>
<td>6.1%</td>
<td>5.5%</td>
<td>6.7%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Health &amp; Comm Services</td>
<td>5.1%</td>
<td>5.3%</td>
<td>5.7%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Personal &amp; Other Services</td>
<td>2.1%</td>
<td>1.7%</td>
<td>1.0%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Cultural &amp; Rec Services</td>
<td>0.6%</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>GRP at factor cost</td>
<td>$6,922m</td>
<td>$7,671m</td>
<td>$8,700m</td>
<td>$9,700m</td>
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</table>

**Source of data:** Gross Regional Product at Factor Cost, as estimated by the AEOGroup, & published in itsatty reports on the Cairns Region Economy.

**Shifts in % Shares of GRP**

<table>
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<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Info &amp; finance based</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commerce based</td>
<td></td>
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</tr>
<tr>
<td>Goods based</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Resource based</td>
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<td></td>
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<tr>
<td>Household based</td>
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*Agenda- Sports, Arts, Culture & Community Services Committee 16/7/08 - #1739453*
Section 8  Appendices

Index of relative socio-economic advantage / disadvantage for the Cairns LGA

Source of data:

ABS definition: ‘The index measures aspects of social and economic conditions in an area. The index value is used to order or rank areas in terms of advantage / disadvantage. Attributes of the population of an area such as educational attainment, income, employment and occupation contribute to the index value.

• A higher index value indicates that an area has attributes such as a relatively high proportion of people with high incomes or a skilled workforce. It also means an area has a low proportion of people with high incomes and relatively few unskilled people in the workforce.

• Conversely, a low index value indicates that an area has a higher proportion of individuals with low incomes, more employees in unskilled occupations, etc; and a low proportion of people with high incomes or in skilled occupations.’
### SEIFA DATA INTERPRETATION TABLES – CAIRNS AND REGION

**Data Set 1**

*LGA Data - Relative Socio-Economic Advantage/Disadvantage*

<table>
<thead>
<tr>
<th>ID Code</th>
<th>Name</th>
<th>Score</th>
<th>Rank in Australia</th>
<th>Rank in Queensland</th>
</tr>
</thead>
<tbody>
<tr>
<td>32060</td>
<td>Cairns (C)</td>
<td>1001</td>
<td>473</td>
<td>128</td>
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<tr>
<td>32800</td>
<td>Douglas (S)</td>
<td>985</td>
<td>391</td>
<td>114</td>
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<tr>
<td>37600</td>
<td>Yarrabah (S)</td>
<td>485</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>37570</td>
<td>Wujal Wujal (S)</td>
<td>532</td>
<td>25</td>
<td>10</td>
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*LGA Comparative Data*

<table>
<thead>
<tr>
<th>ID Code</th>
<th>Name</th>
<th>Score</th>
<th>Rank in Australia</th>
<th>Rank in Queensland</th>
</tr>
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<tr>
<td>37000</td>
<td>Townsville</td>
<td>1008</td>
<td>503</td>
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<td>31000</td>
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<td>1048</td>
<td>598</td>
<td>151</td>
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*LGA Data – Ten least advantaged communities in Queensland*

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Palm Island</td>
</tr>
<tr>
<td>2</td>
<td>Yarrabah</td>
</tr>
<tr>
<td>3</td>
<td>Umagico</td>
</tr>
<tr>
<td>4</td>
<td>Cherbourg</td>
</tr>
<tr>
<td>5</td>
<td>Injilnoo</td>
</tr>
<tr>
<td>6</td>
<td>Napranum</td>
</tr>
<tr>
<td>7</td>
<td>Kowanyama</td>
</tr>
<tr>
<td>8</td>
<td>Mer</td>
</tr>
<tr>
<td>9</td>
<td>Bolgu</td>
</tr>
<tr>
<td>10</td>
<td>Wujal Wujal</td>
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</table>
### Section 8 Appendices

#### Data Set 2

**LGA Data – Index of Economic Resources**

<table>
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<tr>
<th>ID Code</th>
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<th>Rank in Queensland</th>
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<tr>
<td>32060</td>
<td>Cairns (C)</td>
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<td>37570</td>
<td>Wujal Wujal (S)</td>
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<td>31</td>
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**LGA Comparative Data**

<table>
<thead>
<tr>
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<th>Score</th>
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<th>Rank in Queensland</th>
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<tr>
<td>37000</td>
<td>Townsville</td>
<td>996</td>
<td>428</td>
<td>109</td>
</tr>
<tr>
<td>31000</td>
<td>Brisbane</td>
<td>1035</td>
<td>574</td>
<td>141</td>
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**LGA Data – Ten least economically advantaged communities in Queensland**

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<th>Name</th>
</tr>
</thead>
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<tr>
<td>2</td>
<td>Boigu</td>
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<tr>
<td>3</td>
<td>Yarrabah</td>
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<tr>
<td>4</td>
<td>Warraber</td>
</tr>
<tr>
<td>5</td>
<td>Ummagico</td>
</tr>
<tr>
<td>6</td>
<td>Ilawa</td>
</tr>
<tr>
<td>7</td>
<td>Cherbourg</td>
</tr>
<tr>
<td>8</td>
<td>Napranum</td>
</tr>
<tr>
<td>9</td>
<td>Kowanyama</td>
</tr>
<tr>
<td>10</td>
<td>Saibai</td>
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## Section 8  Appendices

### Data Set 3

#### LGA Data – Index of Education and Occupation

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<th>Rank in Queensland</th>
</tr>
</thead>
<tbody>
<tr>
<td>32060</td>
<td>Cairns (C)</td>
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<td>481</td>
<td>145</td>
</tr>
<tr>
<td>32800</td>
<td>Douglas (S)</td>
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<td>429</td>
<td>137</td>
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<tr>
<td>37600</td>
<td>Yarrabah (S)</td>
<td>793</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>37570</td>
<td>Wujal Wujal (S)</td>
<td>805</td>
<td>12</td>
<td>8</td>
</tr>
</tbody>
</table>

#### LGA Comparative Data

<table>
<thead>
<tr>
<th>ID Code</th>
<th>Name</th>
<th>Score</th>
<th>Rank in Australia</th>
<th>Rank in Queensland</th>
</tr>
</thead>
<tbody>
<tr>
<td>37000</td>
<td>Townsville</td>
<td>996</td>
<td>526</td>
<td>151</td>
</tr>
<tr>
<td>31000</td>
<td>Brisbane</td>
<td>1065</td>
<td>604</td>
<td>157</td>
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#### LGA Data – Ten least educationally and occupationally advantaged communities in Queensland

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### Section 8 Appendices

**Data Set 4**

**SLA Data – Index of Relative Socio-Economic Advantage/Disadvantage**

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**LGA Data – Ten least advantaged communities in Queensland**

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## Section 8 Appendices

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**LGA Data – Ten most disadvantaged communities in Queensland**

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**LGA Data – Ten least economically advantaged communities in Queensland**

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Section 8  Appendices

Data Set 7

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LEGA Data – Ten least economically advantaged communities in Queensland

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#### 8.2 GLOSSARY OF TERMS

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<td>Centre of Excellence</td>
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8.3 CAIRNS REGIONAL COUNCIL PLAN ALIGNMENT

REFERENCE SUMMARY FOR STRATEGIES AS PER CAIRNS CITY COUNCIL CORPORATE PLAN 2004 – 2009

KEY GOAL NO 7 - ECONOMIC DEVELOPMENT
Economic Development strategies to be pursued by Cairns City Council through Advance Cairns:

An increase in the total number of jobs available to people living in the City, townships and region, ideally with the rate of increase exceeding the rate of growth in the population

⇒ Through AC, develop clear protocols with other key agencies involved in ED in relation to investment inquiry referral and handling.
⇒ Establish new long term funding agreements with AC and TTNQ
⇒ Through AC, establish and maintain a set of key economic performance data for the Cairns economy and report regularly against the indicators
⇒ Through AC, assess the viability of a program marketing Cairns to targeted areas of southern Australia as a business opportunity and employment destination offering a unique quality of life
⇒ Through AC, facilitate the development of export markets for the region including the development of opportunities in China

More diverse urban and rural economies, with diversity reflected in a greater number of industry types represented and a greater presence of technology based and education based industries requiring more highly skilled employees

⇒ Through AC, assist in the development of technology and knowledge based industries.
⇒ Through AC, assist in local programs to source skilled and unskilled labour to meet local demand
⇒ Through AC, assist in maximising the region’s share of the State Govt Bio-industries Strategy funding, the Smart State Research facility funding, and other technology diffusion funding programs
⇒ Through AC, increase the focus of ED activities on the ICT, Aviation, Biotech and inland mineral exploration sectors; play an active role in promoting Cairns capabilities in the event of the PNG-Aus gas pipeline project progressing

Economic development decision making that has greater regard to sustainable use of natural resources

⇒ Assess viability of partnership with MTSRF (through JCU)
⇒ Encourage tourism to focus on sustainability, including assessing worth of attaining Green Globe 21 certification for Cairns.

Consolidation and strengthening of tourism and sugar industries

⇒ Through AC, participate in govt and sugar industry restructuring/alternative futures projects
⇒ Through AC, adopt a leadership role in preparing a City Management Plan for responding locally to global threats to international tourism
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Expanded and enhanced public infrastructure and service base that offers greater support for growing economy

⇒ Through AC, advocate for a higher level of State and Local Govt service in Cairns based on population growth. Focus on increased representation from State Development, AusIndustry and Austrade

⇒ Through AC, advocate for regional Qld, and Cairns in particular, to be the base for decentralised Statewide Govt programs

⇒ Through AC, advocate for the flood-proofing of the Bruce Highway
CAIRNS LIBRARIES INTERNET POLICY

Genevieve Lehmann: 1/53/1-07: #1734947

RECOMMENDATION:

That Council adopts the attached Cairns Libraries Internet Policy.

INTRODUCTION:

Council needs to set policy direction to guide and inform Council and the community with respect to Internet usage in public libraries.

BACKGROUND:

A review has been conducted of the General Policies in Libraries and it is proposed that the policy listed above be adopted by Cairns Regional Council. In undertaking this review consideration was given to the policies of both the former Cairns and Douglas Councils.

COMMENT:

The Internet Policies of the former Cairns City and Douglas Shire Councils were very similar in content. Some minor revision and consolidation of both policies has been undertaken to produce the current general policy presented for adoption.

CONSIDERATIONS:

Statutory:

The requirements of the Local Government Act 1993 have been considered in the drafting of this report.

Financial and Risk:

The adoption of this policy will provide clarity to Council and the community therefore minimising potential financial risk or uncertainty.
CONSULTATION:

The report has been prepared in detailed consultation with the Mossman Library Supervisor, Cairns Libraries management team, State Library of Queensland and the Australian Library and Information Association (ALIA). All Council policies are available for viewing on Council’s web page.

OPTIONS:

1. That Council proceed as per the recommendation.

2. That Council defer action on the policy proposed in the recommendation.

ATTACHMENTS:

1. Cairns Libraries Internet Policy

Kerrie Still
Manager Cairns Libraries

Ian Lowth
General Manager Community and Cultural Services
ATTACHMENT 1: Cairns Libraries Internet Policy

CAIRNS REGIONAL COUNCIL

General Policy

CAIRNS LIBRARIES
INTERNET POLICY

Intent
The intent of this policy is to ensure that use of Public Internet computers at Cairns Libraries is consistent with the Library’s policies and all national and State laws.

Scope
This policy applies to all branches and sections of Cairns Libraries

PROVISIONS

Cairns libraries supplies Internet access on the following terms and conditions.
By using Cairns Libraries Internet service, users agree to these terms and conditions.

Release
By using the Cairns Libraries Internet Service, users release and discharge the Cairns Regional Council from any liability which might arise from the use of the service including liability in relation to defamatory or offensive material or any breach of copyright which may occur as a result of use or the inadvertent retention of personal data within the computers internal storage.

Users should be aware that the downloading of illegal information from the Internet could lead to prosecution.

Content

Cairns Libraries does not filter internet content or protect its clients from information they may deem offensive. Cairns Libraries has no control over the content of material available via the Internet. Consequently, each client is required to make their own assessment of the truth, completeness, accuracy or suitability of Internet information. As with other Library materials, restriction of a child’s access to the internet is the responsibility of the parent/legal guardian.

Cybersmart kids Online” at http://www.cybersmartkids.com.au has been developed to assist families with information and resources to make Internet experiences safe and worthwhile. Any complaints about Internet content should be directed to the Australian Communications and Media Authority.

Conditions of use

Clients accessing Internet facilities at any branch of Cairns Libraries must comply with the conditions provided below. Intentional misuse of these facilities may result in the removal of access privileges, and/or legal action.

Unacceptable use

Unacceptable use of the Internet includes, but is not limited to:

- Destruction of or damage to equipment, software, or data belonging to Cairns Libraries or other clients.
• Display of offensive or inappropriate material. This can include, but is not limited to, pornography, hate sites, gratuitous violence and sites using frequent, highlighted offensive language.
• Intentional unauthorised copying of copyright-protected material or infringement of licence agreements and other contracts.
• The violation or attempted violation of any computer network’s system security.
• The violation of the privacy of individuals or entities that are creators, authors, users or subjects of the information resources.
• Unauthorised monitoring of electronic communications.
• Inappropriate use of email services, such as spamming
• Use of the public facilities for conduct of a business

Infringement of conditions

Clients who infringe these “Conditions of Use” may be asked to leave the premises. Clients who refuse to comply with staff directives may be denied further access to Cairns Libraries. Illegal acts involving the use of the Cairns Libraries’ Internet resources may also be subject to prosecution by local, state or federal authorities.

Internet use by public clients

Cairns Libraries reserves the right to check any client’s use of its Internet Service including a client’s data transmissions both sent and received when Cairns Libraries deems that client to be in breach of its Internet Policy.

Copyright

Much of the material (including software) available on the Internet is copyright. Users must not breach copyright in material available on the Internet. A copyright owner is entitled to take legal action against a user who infringes his or her copyright. Unless otherwise permitted by the Copyright Act 1968 and the Copyright Amendment Act 2006, unauthorised copying of a work in which copyright subsists (including digital copying) may infringe the copyright in that work.

Security

The internet can be an insecure environment and users should be aware that the use of the internet for the transmission of personal or sensitive data is entirely at their own risk.

Downloading

Clients can save data to their storage device.

Printing

Printing is available at all library branches.

Staff Assistance

If time permits Library staff will provide a maximum of ten minutes assistance for Internet enquiries and training. Staff do not provide assistance with personal business transactions.

Bookings

To maximise Internet availability and to ensure fair access for all clients, the following booking guidelines apply:
• Sessions on the Internet public access are available for a maximum of one hour.
• Bookings may be made at the library or by telephone
• Bookings may be made for three sessions per week – consecutive bookings cannot be made
• Library members are required to book sessions using their own library membership cards.
• Bookings can only be made for seven days in advance
• A delay of 10 minutes in arrival for a booking may lead to loss of session
• A maximum of two people may use the computer per session
• Time may be booked on a ‘walk in basis’.
• Users must vacate their workstation once their allotted time is finished.
• Last booking of the day must finish 15 minutes before closing.

Clients will be notified when possible if the equipment is unavailable for use.

Charges
Internet fees are contained in the schedule of Library Fees and Charges
Printing fees are contained in the schedule of Library Fees and Charges.

Appendix 1
State Library of Queensland Intellectual Freedom Policy

[Approved by the Library Board of Queensland, 16 February 2006]

Intellectual freedom – the freedom to seek, receive and impart information and ideas - is widely recognised as a fundamental human right and is enshrined in international human rights instruments to which Australia is a signatory.

The Intellectual Freedom Policy is based on the premise that a key responsibility for libraries is opposing the infringement of intellectual freedom, including infringement by omission – neglect of the needs of individuals and communities – and infringement by commission – exclusion, the violation of privacy and censorship.

Equitable access

Through its own services, and through its leadership and advocacy role, the State Library is committed to ensuring that access to library services that empower, stimulate and enrich, is available to all people in Queensland. Priorities integral to this commitment are:

- Alleviating the impact that remoteness, disability, poverty and other forms of disadvantage have on access to information and ideas, and opportunities to exchange information and ideas
- The development of inclusive library services, which effectively addresses the distinct needs of different social and cultural groups, serving to strengthen individual identities and foster tolerance and appreciation of difference.

Protection of privacy

The right to seek, receive and impart information and ideas free from surveillance is fundamental to intellectual freedom. Subject to exceptional requirements under law, the State Library does not permit surveillance of the information and ideas that clients seek, receive and communicate.

Surveillance of public areas undertaken or initiated by the State Library is strictly limited to monitoring the security of those areas.

The State Library gathers and retains personal information solely for the purposes of delivering services. Personal information is not used for any purpose other than the purpose for which it was gathered except if:

- The person the information is about consents to the disclosure or use
- The disclosure or use is necessary to protect against a serious and imminent threat to a person’s life or health
- The disclosure or use is authorised, or required by, or under law
- The disclosure or use is reasonably necessary to enforce the law.

Censorship

Subject to requirements under law, the State Library acquires and provides access to material in order to ensure that the range of needs and interests within the community are equitably addressed, and to ensure representation of a diversity of perspectives on any particular subject. Personal views or values, or any perception of the potential of material to offend or cause controversy, do not limit what materials the State Library acquires and makes accessible.
As part of its commitment to equitable access to information and ideas, the State Library provides access to the Internet. The State Library does not filter content retrieved to its public access Internet terminals, recognising that automatic content filtering is a form of censorship. However, the State Library places conditions on children’s access to the Internet required under law.

Without resorting to censorship the State Library protects its clients from risk of offence by:

- Empowering clients to search for information effectively
- Requiring all clients to be mindful of the possible sensitivities of others.

The State Library of Queensland Intellectual Freedom Policy has been taken from the State Library of Queensland’s Webpage and for further detail please visit the following link:


Version: 3/2/2006

This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager Community and Cultural Services

ORIGINALLY ADOPTED: 26/9/2006
CURRENT ADOPTION:
DUE FOR REVISION:
REVOKED/SUPERSEDED:
GRAFFITI MANAGEMENT POLICY

Laree Verra/LV: 10/21/3-16:1734088

RECOMMENDATION:

That Council:

a) approve the attached Graffiti Management Policy, and
b) note the intention to develop specific graffiti management strategies as a key element of the intended Community Development Strategic Plan 2009 to 2014

INTRODUCTION:

Graffiti is recognised as a significant issue within the community. Graffiti being prevalent within a community can make people feel unsafe. Graffiti and other “anti-social” behaviours can be characterised as being indicative of social decline in the public’s mind. This is known as the ‘broken windows’ theory that asserts that social decline begins with as simple a phenomenon as broken windows left unrepaired and graffiti left on walls. Failure to respond to these types of behaviours is seen as an inability to control crime within the community and adds to the negative perception and fear of crime of residents and visitors to the Region. Local government has long been recognized as the lead agency in addressing graffiti and disorder through preventive approaches and proactive programs. The State Government has recently framed legislation that enhances Councils’ ability to address graffiti in their communities by broader removal powers.

BACKGROUND:

Cairns City Council has had in place a Graffiti Management Policy since 2001 (Attachment 2). However, the existing policy was in the main a clean up schedule for graffiti coming to Council attention through the Resident Response System. The policy made provision only for Council to be responsible for graffiti on Council property and made little or no provision for assistance to private residents or business and community groups. Council staff responsible for graffiti clean up have provided feedback that suggests that the limited clean up resources were allocated via the Resident Response System prioritisation process meaning that only the most prominent and or offensive graffiti is routinely removed.
The proposed amended policy (Attachment 1) aims to broaden Council’s response to community concern regarding the prevalence of graffiti and reflect best practice measures adopted by many other jurisdictions.

**COMMENT:**

**Assessment of current graffiti activity levels**

There is currently no mechanism by which accurate data on graffiti frequency is gathered. Therefore it is difficult to confirm trends, frequency and location of graffiti without a region wide audit being carried out. This mechanism would require further research on current models and a resource allocation.

However, Queensland Police inform that graffiti is currently massively under reported, which they suggest is linked to the inadequacy of assistance available to property owners to enable them to remove graffiti. Similarly, Council Customer Service Officers report that property owners are frustrated and unsatisfied with the lack of information and support available. Currently, the Resident Response System only records incidents of graffiti on council owned and/or controlled assets.

What can be confirmed, however, is that Queensland Police report that over the last two months the region has experienced a “sharp increase” in the incidents of graffiti. This increase is characterised by a spread of offences into previously ‘clean’ areas such as Port Douglas and Kewarra Beach; as well as an increase of occurrences in traditional ‘hot spots’ such as Edmonton and Manoora and school ground graffiti during the last school term.

**Eradication, Education and Enforcement**

The proposed Graffiti Management Policy and strategies aim to bring Council practice in line with best practice responses based upon a three stream framework: eradication; education (engagement) and enforcement.

Eradication is a continual demand on Council resources and at the current level of allocation could not be construed as effective in comprehensive, region wide removal. Providing the community with the capacity to address graffiti within their neighbourhoods and suburbs will increase eradication and engender a sense of ownership over the problem and will likely increase reporting rates to Police. For example, a Council operated Community Graffiti Removal Trailer borrower’s scheme is a cost effective way to deliver rapid improvements in eradication efforts in the community without placing significant additional burden on Council resources.

Partnering with community members whose aims dovetail with Council’s concerning graffiti is a cornerstone of management strategies, as are various engagement and education initiatives. Engagement with graffiti writers recognises them as a group capable of contributing cultural diversity and vibrancy to the community. As such, Council needs to engage positively with the writing community in order to achieve the aim of directing the flow of writers away from areas where graffiti is not tolerated. This can be achieved through various art project initiatives including competitions, mentoring, alternative sites, and inclusion in public art promotional materials.
Education is a large component of raising community awareness of graffiti both from the Council’s standing on the issue and graffiti as an issue more broadly. The Council’s website, customer service and existing networks can be utilised to disseminate information throughout the region.

It is also important to recognise that graffiti is an offence and as such enforcement has to be an integral part of Council’s strategy. Working closely with the Queensland Police on increased reporting through supporting Neighbourhood Watch and Crime Stoppers is an important aspect of future management strategies. Both Queensland Police and Youth Justice have been consulted in the development of specific strategies and are very supportive of partnering with Council to address this issue in the community.

The Policy will guide the development of specific strategies to be developed as a key element of Council’s intended Community Development Strategic Plan 2009 to 2014. Possible strategic initiatives are listed in Attachment 3.

**CONSIDERATIONS:**

**Corporate and Operational Plans:**

Previous Cairns City Council Corporate Plan:
6.2.1 Ensure Council coordination of activities that improve safety in public spaces by providing input to key Council strategies including implementation of …
6.2.2 Work with the State Government to improve safety in Cairns, including the Cairns CBD and suburbs with high crime rates through:
- programs and projects to reduce graffiti and vandalism.

**Statutory:**

Summary Offences (Graffiti Removal Powers) Amendment Bill 2008
- This amendment gives Queensland local Councils the authority to remove publicly visible graffiti without the property owner’s permission provided it is accessible from public access or from an adjoining property where access is granted.

Regulatory Offences Act S7 Unauthorised Damage to Property
Criminal Code S469.9 Wilful Damage (circ agg Graffiti)

**Policy:**

Previous Cairns City Council Policy:
Graffiti Management Policy No. 1:04:02v2

**Financial and Risk:**

Currently Council expenditure on reactive graffiti removal is conservatively $55 000 per year. A significant well targeted investment in the implementation of the Graffiti Management Strategy would make a substantial impact on increasing the capacity of community and Council in partnership to respond to this issue. It is envisaged that once approval in principle is gained a comprehensive budget could be devised in tandem with budgetary processes and mindful of resource pressures.
Sustainability:

Council seeking to build future capacity by partnering with property owners/managers, community groups and individuals who wish to support removal and or prevention initiatives is essential for sustainability. These relationships ensure that Council’s strategy is sustainable into the future as “ownership” of the strategy is embedded within the regional community.

CONSULTATION:

External:
Safe Communities Crime Prevention Safety Issues Team Members
Queensland Police Service
Youth Justice
Graffiti Hurts Australia
Anglicare Youth Substance Misuse Service
Centacare Youth Support
Northern Outlook – Department of Communities
Youth Empowered Towards Independence (YETI)

Internal Stakeholders:
Youth Development Officer
Works – Maintenance Central
Tanks Art Centre
Corporate Performance

OPTIONS:

1. That Council approve the new Graffiti Management Policy and note the intent to develop complementary strategic initiatives.
2. That Council approve the attached Policy with amendments as agreed by Council, or
3. That Council not endorse the Graffiti Management Policy as presented and seek the development of alternatives for future Council consideration.

CONCLUSION:

Given due consideration of these factors:
- Inadequacy of current response
- Increased geographical area of responsibility since amalgamation
- Level of concern within the community
- Projected regional growth

There is merit in Council resolving to endorse the Graffiti Policy and support the implementation of the Graffiti Management Strategy which reflect current best practice responses placing Council in a position to facilitate effective strategies into the future by building capacity within the community.
ATTACHMENTS:

1. Graffiti Management Policy No. 1:04:02v2 - #273378v3 – Proposed for Cairns Regional Council
2. Graffiti Management Policy No. 1:04:02v2 - #273378v2 – Cairns City Council
3. Graffiti Management Strategic Initiatives - #1674374

Laree Verra
Community Safety Officer

Jennifer Hunter
Manager Sport, Recreation & Community Development

Ian Lowth
General Manager Community & Cultural Services
**Graffiti Management Policy No. 1:04:02v2 - #273378v3**

<table>
<thead>
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<td>Existing GP number: 1:06:05</td>
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<tr>
<td>GP title: Graffiti Management Policy</td>
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<tr>
<td>Review date of existing GP: 6/04/2010</td>
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**Type of Proposed Changes**

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<th>Manager Responsible for Review</th>
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</thead>
<tbody>
<tr>
<td>Deployment Flowchart</td>
<td>GP Intent</td>
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<tr>
<td>GP Scope</td>
<td>GP Provisions</td>
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</table>

**Level of Proposed Changes**

<table>
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<tr>
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<tr>
<td>Intermediate</td>
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<tr>
<td>Substantial</td>
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**Summary of Changes**

The changes to this policy aim to broaden Council’s response to community concern regarding the prevalence of graffiti and reflect best practice measures adopted by many other jurisdictions.
GRAFFITI MANAGEMENT POLICY

Intent
The purpose of this policy is to reduce graffiti on public and private property within the Cairns Regional Council Area by assisting in both its removal and prevention through applying recognised best practice crime prevention approaches. This policy provides the framework through which Graffiti Management Strategic initiatives are selected and prioritised.

Scope
This policy is Council wide and applies to all property owned or controlled by Cairns Regional Council and to assistance for the removal of graffiti from commercial and personal property. This policy outlines the prioritising procedure to be used in determining the immediacy requirements for reporting and removal processes. This policy is applicable to environs within the Cairns Regional Council local government area.

Principles

- Council views graffiti management and prevention as a shared responsibility with the community.
- Council is committed to the removal of graffiti on all its assets and property.
- Council will promote, encourage and provide assistance to the community in the removal of graffiti on private property.
- Council recognises aerosol art as a legitimate form of art.
- Through Council’s community and cultural development activities Council will provide opportunities where possible for aerosol artists to express themselves safely and legally.
- Council will promote, encourage and provide assistance where possible to community groups who aim to educate and engage the community in regards to graffiti and whose aims compliment Council’s Policy.

PROVISIONS

1. Reporting

   a) Council staff are responsible for reporting any incidents of graffiti on Council assets or property to the Customer Service Centre

   b) Council will encourage the community to report graffiti to Council’s Customer Service Centre and other agencies such as Queensland Police Service.

   The Customer Service Centre will report incidents of graffiti through the Residents Response Systems to the relevant Council Department, agency or private business.
2. **Removal**
   
a) Any graffiti on Council assets or property should be removed as soon as possible after notification in accordance with the Prioritising Procedure outlined below.

b) Graffiti vandalism of an offensive nature (e.g. sexually explicit and/or racist) must be removed within one working day of notification.

c) Council will provide owners of private property with technical information on the removal of graffiti and/or provide them with removal support in line with approved budget allocations.

3. **Partnerships**
   
a) Council will actively support volunteer programs in the Cairns region that engage in graffiti removal.

b) Council will work in partnership with the Queensland Police Service to reduce graffiti and provide information to them about incidences and report graffiti offenders to police. Council will endeavour to dovetail its Graffiti Management strategic initiatives with the aims and processes of Queensland Police Initiative Operation CleanUp.

c) Council will work in partnership with the lessee of Council assets in relation to graffiti prevention and removal.

4. **Prevention**
   
a) Council supports education programs within community and schools that recognise the financial and community damage that graffiti causes.

b) Council will utilise existing community engagement processes to provide information and assistance to residents concerning graffiti, its impact and Council's Graffiti Management strategic initiatives.

c) Council will use Crime Prevention Through Environment Design (CPTED) principles when assessing planning applications to assist in the reduction of graffiti on buildings, streetscapes and public assets and infrastructure.

d) Council will consider the use of materials that deter graffiti when designing its infrastructure, such as bus shelters, signs, etc.

e) Council will continue to actively engage the community in activities that provide legitimate alternatives to illegal graffiti and that enhance opportunities for self expression.

f) Council will encourage the use of public art in locations that are subject to an incidence of graffiti to encourage ownership, skill development and reduce vandalism.
PRIORITISING PROCEDURE FOR
COUNCIL OWNED PROPERTY

<table>
<thead>
<tr>
<th>Typology</th>
<th>Removal Time (where practical)</th>
<th>Priority Rating ({\textasciitilde}1\textasciitilde high, \textasciitilde5\textasciitilde low)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Tag</td>
<td>Up to 5 working days</td>
<td>5</td>
</tr>
<tr>
<td>Extensive Tagging</td>
<td>Up to 3 working days</td>
<td>3-4</td>
</tr>
<tr>
<td>Illegal mural</td>
<td>Up to 4 working days</td>
<td>3</td>
</tr>
<tr>
<td>Racist, defamatory graffiti</td>
<td>Within 24 hours</td>
<td>1</td>
</tr>
<tr>
<td>On prominent sites or sites of</td>
<td>Within 24 hours</td>
<td>1</td>
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<tr>
<td>significance (eg. War</td>
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<tr>
<td>memorials, churches,</td>
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<tr>
<td>Council offices, etc)</td>
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</tbody>
</table>

PROFORMAS/PROCEDURES REQUIRED TO EXECUTE POLICY

A number of proformas will be developed to ensure effective implementation and process:

Removal Database: through Customer Service Centre RRS (Resident Response System)

Procedural Checklist: for Customer Service Officers

Procedures: for removal by gangers – Public Property

* * * * *

This Policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager Community & Cultural Services

ORIGINALLY ADOPTED: 13/11/2001
CURRENT ADOPTION: DUE FOR REVISION: REVOKED/SUPERSEDED:
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<tr>
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<th>Checklist</th>
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<tr>
<td></td>
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<td></td>
<td>No</td>
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</table>

- THE SIZE OF THE GRAFFITI
- DESCRIBE THE CONTENT OF GRAFFITI
- WHAT IS THE GRAFFITI ON (E.g. FENCE, WALL, SHED ETC.)
- WHAT IS THE BACKGROUND COLOUR BEHIND GRAFFITI
- HAS THE RESIDENT NOTIFIED THE POLICE?
- ADDRESS OF PROBLEM LOCATION
- IDENTIFY PROPERTY  ☐ PRIVATE  ☐ COUNCIL  ☐ COMMERCIAL
- NAME OF PERSON REPORTING INCIDENT
- ADDRESS OF PERSON REPORTING INCIDENT
- PHONE NUMBER OF PERSON REPORTING INCIDENT

Customer Service Officers are also required to advise the following information when graffiti is reported on private and commercial property.

**Private Property - Graffiti**
- A digital photo can be emailed or posted to Cairns Regional Council quoting RRS Number relating to complaint
- Eligible for access to the Community Graffiti Removal Trailer from Council
- Report incident to Police
- Eligible to obtain paint for cleanup through Operation Cleanup via Cairns Police – Tel 4030 7045 or 4030 7028 for further details
- Report incident to Neighbourhood Watch

**Commercial Property - Graffiti**
- A digital photo can be emailed or posted to Cairns Regional Council quoting RRS Number relating to complaint
- Eligible to obtain access to the Community Graffiti Removal Trailer from Council
- If the property is COUNCIL’S it is Council’s responsibility to remove Graffiti. Refer to Administration Officer, Martyn St Depot.
- ENTER PRIORITY RATING (using scale below) If this is an urgent request e.g. defamatory ring the depot first then complete Lotus Notes request as a follow up
- ATTACH MAP WHERE POSSIBLE
- Forward by email through Lotus Notes to Administration Officer- Martyn Street Depot.
| TYPOLOGY                              | REMOVAL TIME (where practical) | PRIORITY RATING.
|---------------------------------------|--------------------------------|------------------
| Racist, defamatory graffiti          | WITHIN 24 HOURS                | 1                |
| On Prominent sites or Sites of       |                                 |                  |
| Significance (eg, War Memorials,     |                                 |                  |
| Churches, Council offices, etc)      | WITHIN 24 HOURS                | 1                |
| Extensive Tagging                    | UP TO 3 WORKING DAYS           | 3 – 4            |
| Illegal mural                        | UP TO 4 WORKING DAYS           | 3                |
| Small Tag                            | UP TO 5 WORKING DAYS           | 5                |
PROCEDURES FOLLOWED FOR REMOVAL OF GRAFFITI FROM COUNCIL AND/OR PUBLIC PROPERTY

Council policy is to reduce graffiti in the Cairns areas. The following information will help to provide you with the procedure that will be taken to assist in the removal of graffiti as quickly as possible. If individuals associated with Council staff or representatives see any graffiti around the Cairns area please assist by reporting the incident to the Customer Service Centre, Spence St Cairns.

1. RESIDENT OR COUNCIL REPRESENTATIVE TO REPORT SIGHTED GRAFFITI TO CUSTOMER SERVICE CENTRE AS SOON AS POSSIBLE

2. REPORT WILL LOGGED ON TO REMOVAL DATABASE (LOTUS NOTES, RRS)

3. PRIORITY RATING WILL BE ALLOCATED BY THE CUSTOMER SERVICE CENTRE

4. REQUEST WILL BE SUBMITTED TO ADMINISTRATION OFFICER - MARTYN STREET WHO WILL DISTRIBUTE TO APPROPRIATE TEAMS

5. REMOVAL WILL BE COMPLETED BY GANGERS WITHIN 5 WORKING DAYS - IF GRAFFITI IS RACIST OR OTHERWISE DEFAMATORY IN NATURE THEN REMOVAL WILL BE WITHIN 24 HOURS WHERE PRACTICAL. ANY DELAYS (AND THEIR REASON) TO BE NOTED ON RRS AND GRAFFITI REMOVED AT EARLIEST TIMEFRAME.
CAIRNS CITY COUNCIL

GRAFFITI MANAGEMENT POLICY

Intent The intent of the policy is to reduce graffiti within the Cairns Local Government Area using existing resources and by applying a crime prevention approach to graffiti reduction.

Scope The Graffiti Management Policy outlines procedures for the removal of graffiti from Council property and limited assistance for the removal of graffiti from commercial property and the prioritising procedure to be used in determining the immediacy requirements for reporting and removal processes.

This policy will apply throughout the Cairns Local Government Area.

PROVISIONS

1. Reporting Procedure

The reporting mechanism procedure for removal from Council and/or public property is outlined within the policy.

PROCEDURES FOLLOWED FOR REMOVAL OF GRAFFITI FROM COUNCIL AND/OR PUBLIC PROPERTY

- Resident or staff to report sighted graffiti to Customer Service Centre as soon as possible
- Report will be logged on to Resident Response system (Lotus Notes, RRS)

2. Graffiti Recording Reports

In order to remove the graffiti the offence must be reported to Customer Service Centre for processing.

3. Central to the Reduction of Graffiti is Rapid Removal

Cairns City Council undertakes to remove all reported graffiti on Council and/or public property within five working days where practical. Graffiti of a racist or otherwise offensive nature, or on prominent sites/sites of significance, will be removed from Council property within 24 hours of reporting where practical. If unforeseen circumstances delay the removal of reported graffiti, this shall be noted on RRS and removal will be completed as soon as possible.
PRIORITISING PROCEDURE FOR COUNCIL OWNED PROPERTY

<table>
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<tr>
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PROFORMAS/PROCEDURES REQUIRED TO EXECUTE POLICY

A number of proformas will be developed to ensure effective implementation and process:

- **Removal Database** through Customer Service Centre RRS (Resident Response System)
- **Procedural Checklist** for Customer Service Officers
- **Procedures** for removal by gangers – Public Property

*****

This Policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager City

GENERAL MANAGER RESPONSIBLE FOR REVIEW: General Manager City

ORIGINALLY ADOPTED: 13/11/2001
CURRENT ADOPTION: 6/04/2006
DUE FOR REVISION: 6/04/2010
REVOKED/SUPERSEDED:

#273378 v2
### PROCEDURAL CHECKLIST

**FOR CUSTOMER SERVICE OFFICERS**

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<tr>
<td>HAS THE RESIDENT NOTIFIED THE POLICE?</td>
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<tr>
<td>ADDRESS OF PROBLEM LOCATION</td>
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</tr>
<tr>
<td>IDENTIFY PROPERTY</td>
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</tr>
<tr>
<td>PHONE NUMBER OF PERSON REPORTING INCIDENT</td>
<td></td>
</tr>
</tbody>
</table>

If the property is **PRIVATE** explain that it is the owner’s responsibility. Explain the option for the resident to report the graffiti to Police (phone 4030 7000). Resident should ask the Officer taking the complaint to advise the Community Liaison Officer, who will send out the letter with the crime number. This letter can then be taken to one of the participating hardware stores for up to 1 litre of free paint. All other inquiries about this partnership need to be directed through the Police Community Liaison Office.

- If the property is **COMMERCIAL** explain that it is the owner’s responsibility for removal of Graffiti (check with Administration Officer, Martyn Street if it is on boundary fence)

- If the property is **COUNCIL’S** it is Council’s responsibility to remove Graffiti. Refer to Administration Officer, Martyn St Depot.

- ENTER PRIORITY RATING (using scale below) If this is an urgent request e.g. defamatory ring the depot first then complete Lotus Notes request as a follow up

- ATTACH MAP WHERE POSSIBLE

- Forward by email through Lotus Notes to Administration Officer- Martyn Street Depot.
<table>
<thead>
<tr>
<th>TYPOLOGY</th>
<th>REMOVAL TIME (where practical)</th>
<th>PRIORITY RATING (1= high, 5= low)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Racist, defamatory graffiti</td>
<td>WITHIN 24 HOURS</td>
<td>1</td>
</tr>
<tr>
<td>On Prominent sites or Sites of Significance (eg, War Memorials, Churches, Council offices, etc)</td>
<td>WITHIN 24 HOURS</td>
<td>1</td>
</tr>
<tr>
<td>Extensive Tagging</td>
<td>UP TO 3 WORKING DAYS</td>
<td>3 – 4</td>
</tr>
<tr>
<td>Illegal mural</td>
<td>UP TO 4 WORKING DAYS</td>
<td>3</td>
</tr>
<tr>
<td>Small Tag</td>
<td>UP TO 5 WORKING DAYS</td>
<td>5</td>
</tr>
</tbody>
</table>
PROCEDURES FOLLOWED FOR REMOVAL OF GRAFFITI FROM COUNCIL AND/OR PUBLIC PROPERTY

Council policy is to reduce graffiti in the Cairns areas. The following information will help to provide you with the procedure that will be taken to assist in the removal of graffiti as quickly as possible. If individuals associated with Council staff or representatives see any graffiti around the Cairns area please assist by reporting the incident to the Customer Service Centre, Spence St Cairns.

1. RESIDENT OR COUNCIL REPRESENTATIVE TO REPORT SIGHTED GRAFFITI TO CUSTOMER SERVICE CENTRE AS SOON AS POSSIBLE

2. REPORT WILL LOGGED ON TO REMOVAL DATABASE (LOTUS NOTES, RRS)

3. PRIORITY RATING WILL BE ALLOCATED BY THE CUSTOMER SERVICE CENTRE

4. REQUEST WILL BE SUBMITTED TO ADMINISTRATION OFFICER - MARTYN STREET WHO WILL DISTRIBUTE TO APPROPRIATE TEAMS

5. REMOVAL WILL BE COMPLETED BY GANGERS WITHIN 5 WORKING DAYS – IF GRAFFITI IS RACIST OR OTHERWISE DEFAMATORY IN NATURE THEN REMOVAL WILL BE WITHIN 24 HOURS WHERE PRACTICAL. ANY DELAYS (AND THEIR REASON) TO BE NOTED ON RRS AND GRAFFITI REMOVED AT EARLIEST TIMEFRAME.
GRAFFITI MANAGEMENT STRATEGIC INITIATIVES

PURPOSE

This document identifies a range of strategic initiatives in support of the Cairns Regional Council Graffiti Management Policy. These initiatives will be further progressed and prioritised for consideration and possible inclusion in Council’s Community Development Strategic Plan 2009 to 2014.

INTRODUCTION

Graffiti affects our community on aesthetic, emotional, legal and financial levels. Many groups within our community consider graffiti of significance; youth, police, commercial entities to name a few. Graffiti can mean different things to different people, some people may perceive graffiti to be evidence of societal decline and yet others see it as a means of personal expression that can add to the aesthetics of a community. However, there is consensus that the financial burden of illegal graffiti removal is a considerable burden on the community on the whole. The development and implementation of graffiti management strategic initiatives that reflects current national and international best practice would allow Cairns Regional Council to:

- Respond to graffiti through a coherent set of initiatives
- Balance the range of community concerns about graffiti
- Adopt best practice initiatives deployed in comparable urban settings

BACKGROUND

It has been estimated that the costs associated with graffiti removal in Australia are at least $300 million per year (Graycar, 2003). Cairns City Council expenditure estimates are $55 thousand for 2006/2007. Of course this figure does not include removal expenditure incurred by other community stakeholders such as private, commercial and other government agencies. This figure is also exclusive of the regional areas which after amalgamation will considerably expand Council’s responsibilities in respect to their removal obligations and the ensuing financial outlays.

There is a proven link between the presence of graffiti in our community and an increase of residents’ and visitors’ apprehension about other forms of criminal activity within our community. It is a commonly held belief that the presence of illegal graffiti can be seen as evidence that other criminal activity is commonplace. Also, that those engaging in illegal graffiti are often perceived to engage in other forms of crime especially interpersonal violence. All of which enhances residents’ and visitors’ fear of crime in our community. Many studies have established the link between graffiti and fear of crime. However, it should be stated that the relationship between graffiti and crime is complex and it is not necessarily so that an increase in graffiti indicates an increase in crime within the community. Similarly, it does not necessarily follow that a person who engages in illegal graffiti necessarily engages in other forms of offending behaviour.
Graffiti within our community can lead to the public perception that local government authorities are not interested in the community’s well being and can be seen as an indication of indifference to perceived social decline. Therefore, a proactive, inclusive and evidence based approach to graffiti will be perceived by residents and visitors alike as evidence that Cairns Regional Council is being responsive and mindful of the broader community’s well being. Graffiti is not the only activity that can be characterised this way. Vandalism, littering and public drunkenness and other “anti-social” behaviours can be characterised as being indicative of social decline in the public’s mind. This is known as the ‘broken windows’ theory that asserts that social decline begins with as simple a phenomenon as broken windows left unrepaird and graffiti left on walls. Failure to respond to these types of behaviours is seen as an inability to control crime within the community and adds to the negative perception and fear of crime of residents and visitors to the Region.

A THREE STREAM APPROACH

This approach is based upon leading national and international strategies which advocate an approach to illegal graffiti that value inclusiveness, balance and which is evidence based in nature. The Australian Institute of Criminology stated that “Graffiti is a multi-faceted practice requiring a multi-faceted response…”

ERADICATION

Council’s Policy sets out the timeframes for eradication of illegal graffiti on Council property and limited assistance for the removal on commercial property. Graffiti removal is triggered by community notification via the Resident Response System and then removal timeframes are determined by the nature of the graffiti i.e. removal of a racist or otherwise offensive nature is removed within 24 hours where practical. Proactive removal is constrained because of the prioritised allocation of resources that reactive removals demand. Council policy also makes provision for “limited assistance for the removal of graffiti from commercial property”.

Strategic Initiative: This management strategy would advocate for an expansion of this assistance to Neighbourhood Watch groups, community, not for profit groups and individual residents. The assistance would be in the form of a “Graffiti Removal Trailer” purchased and maintained by Council for “hire” at a reasonable cost in the form of a security bond refundable upon safe return with a nominal amount deducted for administration costs and insurance.
This scheme is currently running in numerous Councils around Australia. The trailer would come with the appropriate equipment including (but not limited to): gurney, cleaning products, instructions, material safety data sheet, safety goggles, mask, brush and disposable gloves. In addition, an indemnity form is signed and removal takes place at the property owner’s risk.

Ideally a corporate sponsor would be sought for the ongoing supply expenditure with signage rights on the trailer itself. However by Council investing the initial set up expenditure it retains ownership of initiative highlighting to the community that Council are proactive in their initiatives.

Costs of operation could also be recouped by instigating a local laws component which would require private land owners to remove publicly visible offensive graffiti or face a fine for non compliance to a request to remedy. Since the Council provides the means i.e. the removal trailer it would be reasonable to insist that an onus be placed upon the community to utilise the provided resources.

EDUCATION AND ENGAGEMENT

Review of best practice reveals that the greatest successes in controlling levels of graffiti and in encouraging feelings of well-being, amenity and belonging within the community for all groups are obtained when local government work with other agencies and groups. Partnerships based on mutual benefit. These partnerships can take many forms such as cooperative relationships; jointly sponsored events or projects; information sharing and long term collaborations.

Partnering with property owners/managers, community groups and individuals who wish to support the initiative of Council by removal and or prevention is important. These relationships ensure that Council’s strategy is sustainable into the future as “ownership” of the strategy is embedded within the regional community. Building these relationships enhances Council’s image within the Community.

Strategic Initiatives: Just as Council has been successful in recognising skaters as a legitimate stakeholder group who add vibrancy and cultural diversity to the city, this Strategy advocates engagement with graffiti writers recognizing them as a group capable of contributing cultural diversity and vibrancy to the community. As such, Council needs to engage positively with the writing community in order to achieve the aim of directing the flow of writers away from areas where graffiti is not tolerated. This strategy aims to provide the strategic framework through which the TANKS and Youth Officer can continue to carry out, and expand into the future, their projects which align with the goals of this strategy. This will be done by:

- Fostering mentorship by more experienced artists, to reduce tagging which is usually carried out by younger writers, through activities such as sponsored exhibitions/workshops.
- Providing incentives for writers to improve the quality of their work and celebrating this success with them. This will be achieved by providing sites where writers can compete for commissions or other small prizes, sponsoring street art events and sites. Also, Council sponsoring prizes for high quality street art; for example, Brisbane City Council offers a prize of $1,000 annually for best painted traffic signal box. Within the Cairns region bus shelters are
often targeted for graffiti and vandalism a competition could provide an opportunity to street artists to submit designs for the shelters.

- Providing alternative sites for graffiti which maintain the ethos of graffiti culture in acceptable ways, for example by working with development and construction companies to allow their hoardings to be used for graffiti art (and which will then be replaced in order to keep the look of the area fresh and interesting). This allows rapid removal if offensive graffiti is placed on a hoarding and allows the artworks to be rotated. Hoarding is often less expensive to replace than to clean.
- Providing sites which can be used creatively by writers in acceptable ways, for example by expending some thought in converting problematic spaces into interesting ones. In line with CPTED principles such as additional lighting could be provided to make the problem space feel safer after dark and to provide a means of displaying the artwork effectively;
- Fostering partnerships with schools to help direct writers towards improved quality of work and away from areas where graffiti is not wanted. This will also include sponsoring projects in schools which teach pupils about acceptable forms of street art;
- Coordinating the Corporate sponsorship of community murals, which, when engender a sense of ‘ownership’ in the community for that problem space, research shows are more than 95% likely to remain graffiti free.
- Including high quality graffiti art as an aspect of street art within the Region in various promotional informational materials.

Many of the above initiatives proposed above also include an educational dimension. However, Council can aim to educate the community on Graffiti management through:

- Strategic community forums targeting valuable stakeholders in both the Corporate and Community spheres including utilising the Safe Communities Committee structure to disseminate information about the Management Strategy
- Inclusion of Management Strategy on the Council website as well as downloadable brochures/pamphlets outlining different aspects of the strategy such as removal tips; contact details for commissioning graffiti art, how to access graffiti removal trailer etc.

**ENFORCEMENT**

It is important that Council raises awareness of its Graffiti Management Policy within the broader community. Working with media Council can put graffiti vandals “on notice” that this behaviour will no longer be tolerated in the community.

**Strategic Initiative:** Close liaison with the Old Police can provide strategies in enforcement which dovetail with Council’s new commitment. Another important aspect of this campaign is to utilise existing community guardian structures such as Crime Stoppers and Neighbourhood Watch to increase notification and help in increasing prosecution rates.

Once offenders are channelled into the Justice system the Council can proceed by utilising restorative justice principles to reduce the recidivism rates of offenders. Council does this by building relationships with Magistrates Court and Youth Justice Conferencing to facilitate appropriate penalties including community service hours
spent assisting clean up operations or inclusion in legitimate graffiti art projects. For adult offenders restitution could be claimed on the cost of removal.

To ensure the Policy's continued sustainability and viability into the future, Council membership of the nation wide Graffiti Hurts Australia initiative would provide resources and support to ensure the success of selected strategic initiatives.
SPORT, RECREATION AND COMMUNITY DEVELOPMENT GRANT PROGRAM POLICY

Tanya Rutherford: 1/58/16-01: #1697220 v4

RECOMMENDATION:

That Council adopt the Sport, Recreation and Community Development Grant Program Policy, replacing:
- 1.1.3.01 Grants to the Community & Community Organisations (Douglas Shire Council),
- 1:04:16 Community Partners Financial Assistance Grants Program (Cairns City Council), and
- 1:04:45 Sport and Recreation Financial Assistance Grants Program (Cairns City Council).

INTRODUCTION:

There were three policies between the Cairns City Council and Douglas Shire Council that related to grant funding for the community. As a result of the amalgamation, the existing policies were reviewed and one policy, Sport, Recreation and Community Development Grant Program, drafted as a replacement. This report provides information about the review and the revised Policy for consideration by Council.

BACKGROUND:

The Douglas Shire Council adopted the 1.1.3.01 Grants to the Community & Community Organisations policy on 25 July 2006. The policy included information relating to the criteria, assessment, approval and acquittal process. Council officers have advised that whilst adopted, the policy was not implemented and requests for grants were considered on an ad hoc basis.

The Cairns City Council adopted two separate policies in relation to community grants, the 1:04:16 Community Partners Financial Assistance Grants Program and 1:04:45 Sport and Recreation Financial Assistance Grants Program.

Both Cairns City Council policies provided information about applicant and project eligibility, assessment and acquittal requirements for five funding streams. Following are the previous names and annual budget allocations:
### Units CCC Funding Stream 07/08 Budget (CCC) 07/08 Budget (DSC)

<table>
<thead>
<tr>
<th>Sport &amp; Recreation Unit</th>
<th>In-Kind Assistance</th>
<th>$20,000</th>
<th>$82,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young People in Sport</td>
<td>Projects &amp; Facilities</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community &amp; Cultural Development Unit</th>
<th>In-Kind Assistance</th>
<th>$40,000</th>
<th>$30,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assistance Grant Program</td>
<td>$135,000</td>
<td>$35,000</td>
<td></td>
</tr>
</tbody>
</table>

**Totals** $315,000 $147,000

Note – Douglas Shire Council approved community grants have been separated to reflect the two units within Cairns City Council.

**COMMENT:**

The revised policy for Council consideration is shown in attachment 1, and the changes are highlighted below. The old policies are also attached, refer attachments 2, 3 and 4.

**Name Change**

- A name change to Sport, Recreation and Community Development *Grant Program.* This better reflects the type of program Council is providing the community and will also assist in improved communication and promotion of the four replacement grant streams.

- A name change to two of the four grant streams to accurately reflect the scope of each stream, providing improved communication and promotion opportunities to the community:
  - Young People In Sport Grants
  - Sport & Recreation Grants (previously Projects & Activities)
  - Community Development Grants (previously Community & Cultural Development)
  - Sport, Recreation and Community Development In-Kind Assistance (previously two separate streams)

**Young People In Sport Grants**

The change proposed is to the grant approval delegations. Previously at CCC, both the General Manager City Works & Services and Manager Precincts & Facilities approved all grants, with the maximum grant available being $500 per applicant per financial year. Within CRC the Manager Sport Recreation & Community Development has financial delegation well beyond this grant range, and approval by this level of Management is more suitable. Furthermore, the turnaround time for each application will be quicker without the need for additional approval.

The successful grant recipients will continue to be reported monthly to Council.
The state and federal governments also provide opportunities for young people to seek assistance. In Queensland, residents under the age of 18 are eligible to apply for the Young Athlete Assistance Program managed by the state government Department of Sport and Recreation. If travelling more than 300km to an identified Queensland State Championship or a Queensland State School Championship event, grants of up to $200 are provided to assist with the cost of travelling and accommodation.

In addition, the Australian Sports Commission offers assistance via scholarships and national and state sporting bodies provide sporadic assistance.

**Sport & Recreation Grants**

This grant stream was previously called Projects and Facilities. The name change to Sport & Recreation more clearly reflects the scope of the stream.

The applicant and project eligibility criteria have been improved by providing clearer definitions. As a result, eligible applicants can now only apply for either, the Sport & Recreation or Community Development streams and not both within the same round, ensuring a more equitable and broader allocation of funding to the community.

This grant stream will increase from one to two funding rounds per financial year. Round 1 opens July and closes August. Round two opens January and closes March.

The assessment and approval process will be altered slightly with the Sport Recreation Reference Group (SRRG) recommendations going to a councillor workshop prior to approval at the SACCSC meeting. Under the new approval process, council officers will assess the eligible applications and projects against the objectives and criteria and provide a summary of each application to the SRRG to rank. The recommendations from SRRG will go to a Councillors workshop before going to SACCSC for approval.

A consistent approach with both streams will allow for continual improvement in processes, a decreased joint promotional budget and a more efficient use of officer resources.

A summary of other state funding programs that eligible applicants can apply for follow:
<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Funding</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club Development</td>
<td>$4,000</td>
<td>Towards one project in three areas - planning, participation and education and training</td>
</tr>
<tr>
<td>Minor Facilities Program</td>
<td>$134,000 (maximum)</td>
<td>Minor capital works construction of up to 67% of the total eligible project costs to a maximum of $134,000. The total eligible project cost must be less than $200,000 (exclusive of GST).</td>
</tr>
<tr>
<td>Queensland Treasury Gambling Community Benefit Fund</td>
<td>$30,000</td>
<td>Queensland based not-for-profit community organisations. This program offers 4 rounds per year for eligible activities, minor capital works, events, equipment etc.</td>
</tr>
<tr>
<td>Reef Hotel Casino Community Benefit Fund</td>
<td>$25,000</td>
<td>Far North Queensland non-profit community organisations. Grants for capital items or fixed assets up to $25,000.</td>
</tr>
</tbody>
</table>

**Community Development Grant**

This grant stream was previously called Community & Cultural Development in line with the previous Cairns City Council Branch name.

Eligible applicants can now only apply for either the Sport & Recreation Grant or Community Development Grant streams and not both within the same round, ensuring a more equitable allocation of funding.

This stream will remain with two funding rounds, round one opening in July and closing in August and round two opening in January and closing in March, and will increase the available amount to an $8,000 ceiling per application. The funding available to each applicant is currently capped at $5,000. Increasing the ceiling will allow eligible applicants the financial resources and opportunity to conduct larger projects and activities, thereby increasing the viability and capacity of community groups.

The smaller costed projects and activities will not be disadvantaged with the proposed increase in maximum funds available as all eligible applications, regardless of the requested grant amount, will continue to be assessed against the eligibility criteria and ranked accordingly.

The assessment and approval process remains the same as in previous years, and as outlined in the Sport & Recreation Grant information above.

Furthermore, a consistent approach with both the Sport & Recreation and Community Development Grant streams will allow for continual improvement in processes, joint promotion and a more efficient use of officer resources.
Some applicants are also eligible to apply to the Department Local Government, Sport and Recreation, Reef Hotel Casino Community Benefit Fund and Gambling Community Benefit Fund as outlined above. This provides community organisations an opportunity to apply for higher levels of funding for larger projects and activities.

**Sport, Recreation and Community Development In-Kind Assistance**

In-Kind assistance is clearly defined as Council providing its services to assist grant recipients as opposed to the cash grants provided under the other streams.

Previously there were two In-Kind Assistance streams available to eligible applicants, and managed separately by Sport & Recreation and Community Development. Combining these streams will ensure a more equitable allocation of funding and more efficient use of officer resources, through one application form and joint promotion.

Whilst promoted as one program with one application form, the Sport & Recreation and Community Development budgets will be kept separate. Applicants will still be able to apply for multiple applications up to a maximum of $2,000 per financial year. Applications are open all year round and can be submitted at any time during the financial year until budgeted funds are expended.

There is a proposed change to the grant recommendation process exercised prior to approval being sought from the Divisional Councillor and SACCS Committee Chair. As the maximum request is up to $2,000 the Manager Sport Recreation & Community Development has financial delegation well beyond this grant range, and endorsement by this level of Management is more suitable than requesting General Manager approval. Furthermore, the turnaround time for each application will be quicker without the need for additional approval.

The successful grant recipients will continue to be reported monthly to Council.

**CONSIDERATIONS:**

**Corporate and Operational Plans:**

The proposed 2008/09 Cairns Regional Council Sport & Recreation Operational Plan states the following as an operating initiative:

*Develop and implement new policy for Financial Assistance Grant Funding Program.*
Statutory:

The requirements under the Local Government Finance Standard 2005 directly relate to this Policy and have been followed as stated:

11. **Requirement for policy about grants to community organisations**
   A policy about grants to community organisations must state the following matters-
   (a) The types of grants to community organisations the local government considers to be appropriate for receiving grants from its funds;
   (b) That the local government may give a grant to a community organisation only if the local government is satisfied-
      (i) The grant will be used for a purpose that is in the public interest; and
      (ii) The community organisation satisfies the criteria mentioned in paragraph (c);
   (c) The criteria a community organisation must meet to be eligible for a grant from the local government;
   (d) The procedure the local government must follow when approving a grant to a community organisation.

Policy:

Consideration of the following policies from the previous Councils was made.

Douglas Shire Council
1.1.3.01 Grants to the Community & Community Organisations

Cairns City Council
1:04:16 Community Partners Financial Assistance Grants Program, and
1:04:45 Sport and Recreation Financial Assistance Grants Program.

Financial and Risk:

An annual allocation of money is made in the Operational Budget for the grants. Historically, the amount of budgeted funds has not covered all eligible applications.

For example, the 2007/08 CCC Projects & Facilities funding stream received 38 applications totalling $193,490.94, against budgeted funding of $100,000.

Furthermore, the In-Kind Assistance (IKA) budgets allocated for CCC were expended well before the end of the financial year, a summary follows:

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>CCC Sport &amp; Recreation</th>
<th>CCC Community &amp; Cultural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget expended by:</td>
<td>Number of applicants</td>
</tr>
<tr>
<td>2006/07</td>
<td>May 2007</td>
<td>19</td>
</tr>
<tr>
<td>2007/08</td>
<td>January 2008</td>
<td>15</td>
</tr>
</tbody>
</table>
Funding for 08/09 will remain the same as the previous year 07/08.

<table>
<thead>
<tr>
<th>CRC Units</th>
<th>Funding Stream</th>
<th>07/08 Budget (CCC &amp; DSC)</th>
<th>Proposed 08/09 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport &amp; Recreation</td>
<td>In-Kind Assistance</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td></td>
<td>Young People in Sport</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td></td>
<td>Sport &amp; Recreation</td>
<td>$152,000</td>
<td>$152,000</td>
</tr>
<tr>
<td>Community Development</td>
<td>In-Kind Assistance</td>
<td>$70,000</td>
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</tr>
<tr>
<td></td>
<td>Community Development</td>
<td>$170,000</td>
<td>$170,000</td>
</tr>
<tr>
<td></td>
<td>Totals</td>
<td>$462,000</td>
<td>$462,000</td>
</tr>
</tbody>
</table>

**Sustainability:**

Providing assistance to community groups can often assist in increasing the capacity of the organisation or activity, therefore increasing their sustainability and viability.

**CONSULTATION:**

Council officers from the Sport, Recreation and Community Development Branch have provided detailed input into the review of all policies and resulting Sport, Recreation and Community Development Grant Program Policy. This included officers from each of the following units located in Cairns and Mossman - Community Development, Community Development Far North and Sport and Recreation.

**OPTIONS:**

**Option 1:**
That Council adopt the Sport, Recreation and Community Development Grant Program Policy as presented, replacing:

1.1.3.01 Grants to the Community & Community Organisations (Douglas Shire Council),
1:04:16 Community Partners Financial Assistance Grants Program (Cairns City Council), and
1:04:45 Sport and Recreation Financial Assistance Grants Program (Cairns City Council).

OR

**Option 2**
That Council adopt the Sport, Recreation and Community Development Grant Program Policy as presented with further amendments agreed by Council.
CONCLUSION:

As a result of the amalgamation and new organisational structure aligning Community Development and Sport and Recreation in one branch, the opportunity to revise the grant policy and process has arisen. Council officers from the Cairns and Mossman offices have developed the revised policy for consideration.

ATTACHMENTS:

1. Sport, Recreation and Community Development Grant Program Policy
2. 1.1.3.01 Grants to the Community & Community Organisations (Douglas Shire Council)
3. 1:04:16 Community Partners Financial Assistance Grants Program (Cairns City Council)
4. 1:04:45 Sport and Recreation Financial Assistance Grants Program (Cairns City Council)

Tanya Rutherford
Team Leader Sport & Recreation

Terri Golding Clarke
Team Leader Community Development

Jennifer Hunter
Manager, Sport Recreation & Community Development

Ian Lowth
General Manager Community & Cultural Services
Attachment 1: Sport, Recreation and Community Development Grant Program Policy

CAIRNS REGIONAL COUNCIL

NO. TBC

General Policy

Sport, Recreation and Community Development Grant Program

Intent

The Sport, Recreation and Community Development Grant Program provides financial and In-Kind assistance to eligible applicants as identified in the Guidelines and Application Forms for each of the four grant streams.

Scope

The four grant streams within the Sport, Recreation and Community Development Grant Program include:

1. Young People in Sport Grants
2. Sport & Recreation Grants
3. Community Development Grants
4. Sport, Recreation and Community Development In-Kind Assistance

Allocation of funds from the Cairns Regional Council Operational Budget shall be made available annually for the Sport, Recreation and Community Development Grant Program.

PROVISIONS

The requirements under the Local Government Finance Standard 2005 are as follows:

11. Requirement for policy about grants to community organisations

A policy about grants to community organisations must state the following matters:

(a) The types of grants to community organisations the local government considers to be appropriate for receiving grants from its funds;

(b) That the local government may give a grant to a community organisation only if the local government is satisfied:

(i) The grant will be used for a purpose that is in the public interest; and

(ii) The community organisation satisfies the criteria mentioned in paragraph (c)

(c) The criteria a community organisation must meet to be eligible for a grant from the local government;

(d) The procedure the local government must follow when approving a grant to a community organisation.

1. Young People in Sport Grants

Overview

The Young People in Sport (YPIS) stream aims to assist young athletes living in Cairns Regional Council by providing a grant to assist with the cost of representing Queensland at National sporting competitions or representing Australia at international sporting competitions.

Grants are based on the location of the competition, and are allocated as follows:

- Competing within Queensland $100 per athlete
- Competing Interstate $300 per athlete
- Competing Overseas $500 per athlete

A maximum of $500 per athlete per financial year is available.

YPIS is open all year on a financial year basis until budgeted funds are expended.

Applications to be completed on the Young People in Sport Guidelines and Application Form.
**Eligible Applicants**
- Under the age of 18 at the date competition commences, and
- Representing Queensland at a National competition or representing Australia at an International competition, and
- Residing within Cairns Regional Council, and
- Is a member of a local sporting club.
- Applications must be received prior to commencement of the nominated sporting competition.

**Ineligible Applicants**
- Applicants attending school based competitions or events.
- Applicants are ineligible if previous Council grants are not satisfactorily acquitted.

**Assessment & Approval**
Council officers assess applications against the guidelines and obtain approval from the Manager Sport Recreation & Community Development.

**Grant Acquittal**
Successful applicants will be required to acquit the grant received by providing evidence of attendance at the nominated competition within two months after the completion of the competition.

The Young People in Sport Guidelines and Application Form will reflect the above criteria.

2. Sport & Recreation Grants

**Overview**
The objectives of the Sport & Recreation stream aims to provide financial assistance to sport and active recreation organisations towards opportunities to increase participation and towards new or upgraded sport and recreation facilities. Furthermore, the stream aims to provide opportunities to these organisations to increase the clubs capacity to raise funds and therefore increase their viability.

The available funding per application is up to $8,000.

There will be two funding rounds per financial year, round one opening in July and closing in August. Round two opening in January and closing in March.

Organisations cannot submit applications to both the Sport & Recreation and Community Development streams. Eligible organisations can also apply for In-Kind Assistance.

Applications are to be completed on the Sport & Recreation Guidelines and Application Form.

**Eligible Applicants:**
- Cairns Regional Council based organisations, and
- Not-for-profit incorporated sport and active recreation organisation.

**Ineligible Applicants:**
- Applicants that have not satisfactorily acquitted previous Council grants or
- Unincorporated groups, political and for-profit groups, or
- Schools, Universities and TAFE colleges.
Eligible Applications:
- Upgrades of existing facilities or development of new facilities, or
- Upgrades required due to Australian Standard compliance, or
- Modifications to improve disability access, or
- Projects that increase the opportunity to participate in sport and active recreation activities.

Ineligible Applications:
- General operating costs (e.g., electricity, phone, rent, meals, accommodation),
- Private/commercial ventures,
- Projects to repair design faults
- Projects under litigation,
- Relocation costs,
- Retrospective funding,
- Purchase of land/buildings/facilities,

Assessment & Approval
The assessment criteria are based on supporting documentation that demonstrates:
- The eligibility of both the organisation and project, and
- How the project meets the objectives, and
- The viability of the project, and
- The need and support for the project, and
- The financial viability of the applicant, and
- Committed financial and/or in-kind support by the applicant, other grant agencies or sponsorships.

The Sport Recreation Reference Group (SRRG) will assess the eligible applications and projects against the objectives and criteria and will provide recommendations to a Council workshop.

A Councillor workshop will be conducted to discuss recommendations from the SRRG prior to finalising recommendations to be put to the Sports, Arts, Culture & Community Services (SACCS) Committee for approval.

Grant Acknowledgement
Successful applicants will be required to accept the grant received, including Council acknowledgement.

Successful applicants must notify Council of any significant change to the approved project. The Manager Sport Recreation & Community Development will review and approve these changes.

The Sport & Recreation Grant Guidelines and Application Form will reflect the above criteria.

3. Community Development Grants

Overview
The Community Development stream aims to provide financial assistance to the community towards projects and activities including Arts and Cultural initiatives.

The available funding per application is up to $8,000.

There will be two funding rounds per financial year, round one opening in July and closing in August. Round two opening in January and closing in March.

Organisations cannot submit applications to both the Sport & Recreation and Community Development streams. Eligible organisations can also apply for In-Kind Assistance.
Applications are to be completed on the Community Development Guidelines and Application Form.

Eligible Applicants:
- Cairns Regional Council based:
  - Not-for-profit organisation, or
  - Charitable organisation registered or sanctioned under the Collections Act 1966, or
  - An individual that:
    - carries on activities for a public purpose and whose primary objective is not directed at making a profit, and
    - Demonstrates strong community benefit or need and support for a project or activity.

Ineligible Applications:
- Applicants that have not satisfactorily acquitted previous Council grants, or
  - Political, discriminatory groups, or
  - Commercial businesses or
  - Schools, Universities, TAFE colleges

Ineligible Projects & Activities:
- Retrospective funding,
- Support for an individual pursuit without community benefit
- Commercial activities,
- Projects that do not involve the Cairns Regional Council community

Assessment & Approval
The assessment criteria are based on supporting documentation that demonstrates:
- The community need and benefit of the project or activity, and
- A high level of community support for the project or activity, and
- The ability to financially manage the grant.

Council officers will assess the eligible applications and projects against the objectives and criteria and provide a summary of each application along with recommendations to a Council workshop.

Councillors will have the opportunity to discuss and rank the applications and finalise recommendations to be put to the Sports, Arts, Culture & Community Services (SACCS) Committee for approval.

Grant Acquittal
Successful applicants will be required to acquit the grant received including council acknowledgement.

Successful applicants must notify Council of any significant change to the approved project. The Manager Sport Recreation & Community Development will review and approve these changes.

The Community Development Grant Guidelines and Application Form will reflect the above criteria.
4. Sport, Recreation and Community Development In-Kind Assistance

Overview
In-Kind Assistance is available for sport and recreation and community (including Arts and Cultural) organisations to undertake projects and activities. In general, in-kind assistance means that Council provides materials or services within Council’s core business at no charge to the applicant.

Applicants are allowed multiple applications per organisation per financial year, to a maximum combined total of $2,000. Applicants will need to pay for any works that exceed $2,000.

In-Kind Assistance is open all year on a financial year basis until budgeted funds are expended.

Applications must be received at least one month prior to the date the assistance is required.

The Sport & Recreation and Community Development In-Kind Assistance budgets will be kept separate.

Eligible Applications:
- Cairns Regional Council based:
  - not-for-profit organisation or
  - An individuals who:
    - Demonstrates strong community benefit, need and support for a project or activity and whose primary objective is not directed at making a profit.

Ineligible Applications:
- Commercial or political groups,
- Applicants that have not satisfactorily acquitted previous Council grants,
- Schools, Universities and TAFE colleges,
- Individuals eligible under the Young People In Sport stream.

Eligible Applications:
Examples of eligible applications include:
- Event related items (e.g. Venue, technical services, equipment hire),
- Minor earthworks/ construction,
- Provision of wheelie bins for events,
- Signage.

Ineligible Applications:
- Services that Council contracts to other organisations.

Assessment & Approval
Council officers assess applications against the guidelines.

Approval from the Divisional Councillor and SACCS Committee Chair is then requested within two working days. The request will be assumed in the affirmative if not received within that timeframe. Then endorsed by Manager Sport Recreation & Community Development will be obtained.

The In-Kind Assistance Guidelines and Application Form will reflect the above criteria.

This policy is to remain in force until otherwise determined by Council.
General Manager Responsible for Review: General Manager Community & Cultural Services

ADOPTED: TBC
DUE FOR REVISION: TBC
REVOKED/SUPERSEDED: TBC
Attachment 2:
1.1.3.01 Grants to the Community & Community Organisations (Douglas Shire Council)

\[
\text{FINANCE & ADMINISTRATION - BUDGET & ACCOUNTING - AUDIT & STATUTORY COMPLIANCE}
\]

1.1.3.01 GRANTS TO THE COMMUNITY & COMMUNITY ORGANISATIONS

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>Finance &amp; Administration</th>
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<tbody>
<tr>
<td>PROGRAM AREA</td>
<td>Budget &amp; Accounting</td>
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<tr>
<td>ACTIVITY</td>
<td>Audit &amp; Statutory Compliance</td>
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1.1.3.01 – Grants to the Community & Community Organisations

PURPOSE

Section 4(1)(b) of the Local Government Finance Standards 2005 states:

"A local government must prepare the following policies for financial management in a way complying with the requirements in this division—

(b) A policy about grants to community organisations."

The Standard goes into further detail in Section 11 of the same standard about the requirements for policy about grants to community organisations (see the below extract from the Finance Standard):

"Section 11 Requirements for policy about grants to community organisations

A policy about grants to community organisations must state the following matters—

a) the types of grants to community organisations the local government considers to be appropriate for receiving grants from its funds;

b) that the local government may give a grant to a community organisation only if the local government is satisfied—

(i) the grant will be used for a purpose that is in the public interest; and

(ii) the community organisation satisfies the criteria mentioned in paragraph (c);

c) the criteria a community organisation must meet to be eligible for a grant from the local government;

d) the procedure the local government must follow when approving a grant to a community organisation."

Section 4(1)(b) of the Local Government Finance Standard is an addition that has been included in the revision of the standard in 2005. To date, the Douglas Shire Council has developed no policy pertaining to grants for community organisations.

This policy is intended to provide a structure for making grants to the community and community organisations, which is open, transparent, legal, equitable, and furthers the aims and objectives of the council.

SCOPE

This Policy applies to all:

- Direct cash grants to community organisations and the community in general;
- Assets given to community organisations and the community in general; and
- Concessions (eg rates remitted) for community organisations and the community in general.
**REFERENCE**
Local Government Finance Standards 2005
Where this Policy is inconsistent with a previously published policy, procedure or requirement, this Policy shall prevail.

**DATE ADOPTED AND MINUTE BOOK REFERENCE**
25 July 2006
66/0725/28

**DEFINITIONS**
CEO – Chief Executive Officer
DSC – Douglas Shire Council

**RESPONSIBILITIES**
It is the responsibility of the CEO to administer this policy. The CEO may delegate this responsibility to another officer.

**POLICY**

**The Process**
In making grants, donating assets, or providing concessions to the community and community organisations the council will use the following process:

At budget time an amount will be decided which is available for making grants to community organisations.

- The council will appoint a panel including
  - an elected member
  - the Manager Community, Cultural and Economic (or delegate)
  - the Manager Budget and Accounting (or delegate)
- The panel will oversee the process of grant allocation
- The panel will determine the criteria to be used in assessing the grant applications.
  - The criteria might include: the number of people likely to benefit; the amount requested per person; whether a particular individual or organisation has benefited in previous years; the consequences of not making the grant; alignment of the purpose with council's aims and objectives as set out in the corporate plan
- Advertisements will be placed in local media advertising the availability and requesting applications, by a specified date, addressing the selection criteria
  - When the advertisement has been issued councillors and council staff may encourage individuals and organisations to apply, but should not indicate if an application is likely to succeed.
- After the closing date, the panel will consider all the applications and assess them against the criteria. In this process the panel may request additional information from the applicants and may conduct interviews.
- The Panel will make recommendations of the grants to be awarded.
- The Council will consider the recommendations and decide what grants are to be awarded.

**Additional processes**
The Council may decide to grant a particular type of concession (e.g. a remission of rates) to a specified category of community organisation. This concession would then apply to all community organisations in that category.
The Council may resolve in an emergency to give a grant to a particular individual or community organisation, provided the grant does not exceed $5,000.

**Acquittals**

The Council will require, as a condition of each grant, that the individual or organisation submit a report confirming that the grant has been used for the purpose intended. This may be a copy of the accounts of the individuals or organisation supported by an explanation, if necessary. A requirement for special audit reports should be avoided unless the council has reason to suspect that the reports submitted are misleading or incorrect.

Acquittal reports should be submitted by the anniversary of the closing date for applications.

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<thead>
<tr>
<th>DOCUMENTATION/ FORMS</th>
<th>Performance INDICATORS</th>
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<tbody>
<tr>
<td>Application form for Grant</td>
<td>Controls</td>
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<tr>
<td>Guidelines for assessment of Grant applications</td>
<td>The expenditure will be subject to the normal accounting controls.</td>
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<tr>
<th>APPENDICES</th>
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<tr>
<td>No copies of the application form and guidelines will be appended to this Policy when they have been finalised</td>
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<tr>
<th>DATE FOR REVIEW</th>
<th>1st July 2008</th>
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This policy is effective from 1st July 2006

TERRY MELCHERT  
CHIEF EXECUTIVE OFFICER
Attachment 3:

1:04:16 Community Partners Financial Assistance Grants Program (Cairns City Council)

COMMUNITY PARTNERS FINANCIAL ASSISTANCE GRANTS PROGRAM

Intent
The Financial Assistance Grants Program provides financial and in-kind assistance to eligible applicants, as identified in the Financial Assistance Grants Guidelines and Application Form.

Scope
There is one Funding Stream within this program: which is the Community & Cultural Development Stream.

Distribution of funds, allocated to the Financial Assistance Grants Program, shall only be undertaken in accordance with the guidelines as set out within this, the Financial Assistance Grants Program Policy and Guidelines and the Guidelines and Application Forms of the funding stream under this program.

PROVISIONS

Allocation of funds from the Cairns City Council Operational Budget shall be made annually for:

1. Cash grants up to the values as detailed within the Guidelines and Application Forms and distributed in Funding Rounds as detailed in the Financial Assistance Grants Guidelines;

2. Internal charges for in-kind assistance up to the value of $2,000.00.

MANAGEMENT AND ADMINISTRATION

The Financial Assistance Grants Program is to be managed and administered in an integrated approach between the:

- Grants Officer;
- The Program Officer, identified Community Planning & Development Officer and Property and Grants Officer;
- The Program Manager, identified as the Manager Community & Cultural Development;
- The General Manager City Development, and
- The Councillors

Managerial and administrative responsibilities are:

- Administering Grant Rounds;
- Administering In-kind Assistance;
- Administering Grant Acquittals;
- Reporting and Communication;
- Budget Allocations; and
- Policy and Program Review and Assessment.

In managing and administering the Financial Assistance Grants program, financial accountability and documentation will be in compliance with corporate and legislative requirements.
FUNDING ROUNDS

Applications cannot be accepted outside of funding rounds.

Funding Rounds must be announced open no more than eight weeks and no less than six weeks prior to their closing date.

There is to be two Funding Rounds for the Community & Cultural Development Stream per financial year (round 1), with the Rounds closing at the close of business on the last Friday in August and March.

There is to be a two-month assessment period. Applications for round 1 assessed through September and October with formal notification given in November, and applications for round 2 assessed through April and May with formal notification given in June.

Application forms must be made available through the following means:

- For collection at the Customer Service Unit at the Council’s Administration Building in Spence Street;
- Mailed to applicants; and
- For Downloading in PDF Format from www.cairns.qld.gov.au

The Customer Service Officers, Grants Officer and the Program Officer shall be responsible for mailing Guidelines and Application Forms to eligible applicants upon request.

Applications must be submitted on the nominated form. Those applications, which are not on the approved form, shall not be assessed, as they will not address the grant specific criteria most relevant to the proposed activity.

The ceiling any one applicant can apply for under the Community & Cultural Development Stream shall be limited to $5000 and as detailed within the Guidelines and Application Form.

Eligible applicants are able to apply for an additional in-kind grant up to an amount of $2,000.00 as detailed in the Application and Guidelines.

Eligible and ineligible applicants are detailed in the Application and Guidelines.

Assessment

The awarding of Financial Assistance Grants is a competitive process with a limited pool of funds, and as such not every compliant application can be successful.

Eligibility and determination of each application relies on:

- The application meeting criteria;
- The application being completed on the nominated form and as set out within the guidelines;
- The application being appropriately signed and containing the essential support material, as set out within the guidelines;
- and
- Council decision.
Responsibility for the assessment process is spread between:
- Grants Officer;
- Program Officer;
- Records and;
- Councillors in the Chamber.

It is the responsibility of the Program Officer to document the outcomes at each stage and the basis for decision-making.

The final decision on each application is that of Council and the Councillors in the Chamber.

**Community & Cultural Development - Flow chart responsibility for promoting, processing and assessing applications within Funding Rounds**

1. Program Managers
   - Provides direction to Grants Officer and Program Officer

2. Grants Officer, assisted by Program Officer
   - Advertises round and
   - Ensures application and guidelines are available for distribution

3. Grants Officer
   - Responds to initial enquiries, referring complex enquiries on to Program Officer

4. Program Officer
   - Makes recommendations to applicants on the development of their application.
   - Undertakes initial screening for essential requirements of eligibility;

5. Grants Officer
   - Receives applications and
   - Organises Assessment Workshop for Councillors and grant Officers

6. Program Officer
   - Reviews applications, checking against criteria;
   - Prepares summary report before Councillors Assessment Workshop

7. Assessment Workshop - with Councillors
   - Considers and scores applications and recommends final grant recipients

8. Program Officer
   - Prepare report to council

9. Program Officer
   - Provides status of applicants to Grants Officer

10. Grants Officer
    - Prepares professional response advising applicants of outcome
    - Maintains database and hard copy records of applications

11. Program Officer
    - Facilitates cheque presentation if required

12. Grants Officer
    - Organises Acquittal process
Processing Successful Applicants

Successful applicants shall be identified as Grant Recipients.

Funds will not be made available to Grant Recipients until such time that the Cairns City Council has received all necessary documentation, including registration for Australian Business Number (ABN) status, GST status and signed Funding Agreements.

It is the responsibility of the Grants Officer to provide the Finance Department with required documentation for the issuing of cheques.

It is the responsibility of the Program Officer to facilitate a Cheque Presentation to Grant Recipients.

The Grant Officer is responsible for the preparation of Funding Agreements.

The Funding Agreement and the Application Form, as submitted and assessed, shall form the contract under which funding is granted.

Grant Recipients must notify Council of any changes made to the project and receive consent in writing prior to the change being implemented within the framework of the activity.

The Community & Cultural Development Program Officer must present significant changes to projects to the General Manager City Development.

It is the responsibility of the Grant Officer, as directed by the Program Officer, to formally notify Grant Recipients of the outcomes of their request.

Auditing Successful Applications

The Grants Officer is responsible for the random selection of ten (10) percent of successful applications in each of the Funding Streams submitted in Funding Rounds.

The Grants Officer is responsible for providing the Program Officer with the auditing details.

The Program Officer is responsible for undertaking the audits during the life of the activity or no more than one (1) month after project completion date.

Auditing shall include:

- a visit to the venue/site of the activity; and
- an interview with Grant Recipient to determine that project activities, timeline and budget are in accordance with the funding agreement. The Project Officer may request to sight project documentation.

The Program Officer shall follow up findings of the audit with Grant Recipients as applicable.

The Community & Cultural Development Program Officer shall report findings of the audit process to the General Manager City Development.

The Program Officer shall use the finding of the auditing process in the Program Assessment Report.
**Acquittal Process**

Grant recipients must acquit the grant 12 weeks after the project completion date.

A grant Acquittal Kit shall be given to all successful applicants, at time of cheque presentation.

A courtesy letter is to be sent to the grantee twelve (12) weeks before the acquittal process.

Grant acquittal reports submitted without all the relevant information required will not be accepted.

For non-compliant acquittals the Grants Officer will write to the grantee detailing the issues and requesting compliance with requirements and allowance of a further three weeks made to successful acquit the grant.

If an Acquittal report is not received after three (3) weeks of the due date a courtesy phone call, by the Grants Officer, is made to the grantee, with the following possible outcomes:

- The contact person is unobtainable, in which case contact numbers and addresses of grantee are to be checked and a letter is to be forwarded reminding them of their acquittal obligations and advising them of the consequences of not acquitting the grant;

- The contact person is obtainable, a suitable time extension is negotiated with the grantee and approval is sought from the Program Officer

Grant recipients who do not comply with the acquittal process shall be sent a final reminder on the third attempt of contact by the Grants Officer, stating that if the acquittal report is not received within three (3) weeks of the date stated on the letter, the grantee will be ineligible to apply for a Financial Assistance Grant for five (5) years, or until such time that the grant is successfully acquitted, or legal action undertaken to recoup the funds.

**IN-KIND ASSISTANCE**

The awarding of In-kind assistance is a competitive process with a limited pool of funds, and as such not every compliant application can be successful.

In-kind assistance is the provision of Council services and / or equipment and / or personnel at no charge to the recipient.

In-kind support is to be available throughout the year with a specific budget amount allocated.

In-kind assistance can only be provided for services that are part of Council's normal business.

In-kind assistance cannot be provided for services that Council has contracted to private enterprises.

In-kind assistance can be offered for Venue Hire.

Applications for In-kind assistance must be applied for one (1) month prior to the required date.

Applications can only be assessed if they have been completed on the correct Application Form.

The identified Council Officer must e-mail the relevant Divisional Councillor with all 'In-kind Assistance' applications including full details of costings, before allocation of funds are made or committed. Return notification from Councillor must be received within 24 hours. If the Councillor fails to respond within this time frame, the answer is to be assumed in the affirmative.
Application Forms will be available through the Grants Officer, Program Officer, Council website and Customer Service.

Applications for In-kind Assistance that are linked to an application for financial assistance through the Community Partners Financial Assistance Grants Program must be received attached to the application and submitted within the Funding Round.

In-kind assistance can only be applied for and granted to the value of $2,000.00.

Funds, to cover the cost of services and / or equipment and / or personnel, are to be transferred from the In-kind Assistance budget of the Financial Assistance Program to the budget of the Council Department providing the assistance.

The Grants Officer is responsible for the processing of the successful request, including the authorising of the internal work order.

The Grants Officer will maintain a database and hard copy records of successful applications.

No Applications made by an employee of Council will be considered for in-Kind assistance as benefit to the employee.

Assessment
Application for in-kind support is a competitive process with a limited pool of available funds and submission of an application is no guarantee of success.

Applications are assessed against the general eligibility of the Financial Assistance Grants Program for the Funding Stream as detailed in the Financial Assistance Grants Guidelines.

Applications are assessed by the Program Officer responsible for the Funding Stream, who make recommendations to Program Manager, as to the merit of the application.

In-kind assistance can only be granted following recommendation from the Program Manager, approval from the General Manager City Development, and the Branch Manager providing services, equipment, resources or personal.

Flow chart of responsibility – In-Kind
(Please note changes within chart in bold and underlined)
Acquittal Process

An acquittal report from recipients of in-kind assistance is not required.

BUDGET ALLOCATION

An annual budget allocation from the Cairns City Council Operational Budget shall be made to the Community Partners Financial Assistance Grants Program.

It is the responsibility of the Councillors in the Chambers to determine the amount of the allocation to be awarded to the Funding Stream. It is the responsibility of the Program Officer to report Program outcomes, including projected funding needs to the Program Manager and have this report made available prior to the annual budget review.

It is the responsibility of the Program Manager together with the General Manager City Development to request to Council project budget needs of the Funding Stream.

It is the responsibility of the Program Officers, to determine the amount of funding to be allocated for funding rounds and in-kind support.

CONFIDENTIALITY

The applications submitted within the funding stream address issues of potential sensitivity and contain confidential financial and other information about applicants. The Program Officer, Grants Officer, Program Manager, General Manager and Councillors must respect confidentiality of any applicant and keep information and deliberations confidential.

The outcome of all applications must be kept confidential until such time that applicants have been notified of their applications status.

POLICY AND PROGRAM CONTROL

Review involves the critical analysis of the outcomes of the funding program and the processes used. The review of projects funded allows analysis of the success of the funding criteria in directing outcomes towards program priorities. Review of the process is undertaken to identify further efficiencies in administration and improvements to "client-friendliness".

The review processes is the responsibility of the Program Officer and shall be undertaken every three years to gauge if program is meeting objectives. If a full review is not required at this time then it shall be undertaken as the need arises.

COMMUNICATIONS AND MARKETING

The grant rounds shall be advertised in appropriate local print media. There shall be no less than two and no more than three advertisements placed for each round per funding stream.

The Program Officers may place a combined advertisement or alternatively they may choose to place individual advertisements. The section of the paper in which the advertisement shall be placed is left to the professional discretion of the Program Officer. Though it shall be situated in sections, (i.e. public notices, sports, arts & cultural sections) of the paper, most likely to be read by the eligible applicants.

The Program Officer shall be responsible for conducting ‘Grant Information and Writing Workshops’. To ensure maximum ability for potential applicants to attend workshops are to be at least one workshop to be held in both the north and south of the central business district as well as one in the central business district.
The Program Officers shall be responsible for conducting "one on one" assistance with grant applicants.

The Program Officer is responsible for conducting a cheque presentation.

The Program Officer shall be responsible for developing media releases regarding successful applicants prior to and following the cheque presentation.

The Program Officer with the assistance of the Grants Officer may at their professional discretion promote grant rounds through mail outs to potential eligible applicants.

The Program Officers at their professional discretion may promote the Grant Rounds through local electronic media.

*****

This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager City Development

ORIGINALY ADOPTED 10/09/2002
CURRENT ADOPTION: 31/05/2007
DUE FOR REVISION: 31/05/2011
REVOKED/SUPERSEDED:
Attachment 4:  
1:04:46 Sport and Recreation Financial Assistance Grants Program (Cairns City Council)

CAIRNS CITY COUNCIL  NO. 1:04:46

General Policy

SPORT AND RECREATION FINANCIAL ASSISTANCE GRANTS PROGRAM

Intent  The Sport and Recreation Financial Assistance Grants Program provides financial and in-kind assistance to eligible applicants, as identified in each of the three streams Financial Assistance Grants Guidelines and Application Form.

Scope  There are three Funding Streams within the Sport and Recreation program.

Distribution of funds, allocated to the Financial Assistance Grants Program, shall only be undertaken in accordance with the guidelines as set out within this, the Sport and Recreation Financial Assistance Grants Program Policy and Guidelines and the Guidelines and Application Forms of three funding streams.

PROVISIONS

Allocation of funds from the Cairns City Council Operational Budget shall be made annually for:

1. Cash grants up to the values as detailed within each of the streams Guidelines and Application Forms and distributed in Funding Rounds as detailed in the Financial Assistance Grants Guidelines;

2. The Young People in Sport category through the Sport and Recreation stream; and

3. Internal charges for in-kind assistance up to the value of $2,000.00.

MANAGEMENT AND ADMINISTRATION

Each stream of the Sport and Recreation Financial Assistance Grants Program is to be managed and administered in an integrated approach between the:

- Grants Administration Officer;
- The Program Officers, identified as the Sport & Recreation Officer;
- The Program Manager, identified as the Manager Precincts and Facilities;
- The General Managers City Works and Services; and
- The Councillors

Managerial and administrative responsibilities are:

- Administering Grant Rounds;
- Administering In-kind Assistance;
- Administering Grant Acquittals;
- Facilitating Sport and Recreation Reference Group;
- Reporting and Communication;
- Budget Allocations; and
- Policy and Program Review and Assessment.

In managing and administering the Financial Assistance Grants program, financial accountability and documentation will be in compliance with corporate and legislative requirements.
FUNDING ROUNDS

Applications cannot be accepted outside of the funding round.

The funding round must be announced and open no more than eight weeks and no less than six weeks prior to the closing date.

There is one Funding Round for the Sport and Recreation Grants Program – Projects and Facilities stream per financial year, closing the last Friday of March. There is to be a one month assessment period with formal notification given in May.

Application forms must be made available through the following means:

- For collection at the Customer Service Unit at the Council’s Administration Building in Spence Street;
- Mailed to applicants; and
- For Downloading In PDF Format from www.caimes.cit.gov.au

The Customer Service Officers, Grants Administration Officer and the Program Officers shall be responsible for mailing Guidelines and Application Forms to eligible applicants upon request.

Applications must be submitted on the nominated form. Those applications, which are not on the approved form, shall not be assessed, as they will not address the grant specific criteria most relevant to the proposed activity.

Eligible applicants are able to apply to all three Funding Streams in any one Funding Round.

There is to be an $8,000 ceiling on the amount of funding any one applicant can apply for in the Sport and Recreation Projects and Facilities funding stream.

Eligible applicants are able to apply for an additional inkind grant up to an amount of $2,000.00 as detailed in the individual streams Application and Guidelines.

Eligible Young People in Sport (YPIS) applicants are permitted a maximum of $500 grant for one sporting code per financial year.

Eligible and ineligible applicants are detailed in the individual streams Application and Guidelines.

Assessment

The awarding of Financial Assistance Grants is a competitive process with a limited pool of funds, and as such not every compliant application can be successful.

Eligibility and determination of each application relies on:

- The application meeting criteria;
- The application being completed on the nominated form and as set out within the guidelines;
- The application being appropriately signed and containing the essential support material, as set out within the guidelines;
- Recommendation by Sport and Recreation Reference Group; and
- Council decision.

Responsibility for the assessment process is spread between the:

- Grants Administration Officer;
- Program Officer’s;
- Sport and Recreation Reference Group; and
- Councillors in the Chamber.
It is the responsibility of the Program Officer to document the outcomes at each stage and the basis for decision-making.

The final decision on each application is that of Council and the Councillors in the Chamber.

**Sport & Recreation Grants Program – Projects & Facilities Summary Flow Chart**

**Assigned Officers:**
- PO - Program Officer: Sport & Recreation Development Officer
- GAO - Grant Administration Officer

**Processing Successful Applicants**

Successful applicants shall be identified as Grant Recipients.

Funds will not be made available to Grant Recipients until such time that the Cairns City Council has received all necessary documentation, including registration for Australian Business Number (ABN) status, GST status and signed Funding Agreements.

It is the responsibility of the Program Officer to provide the Finance Department with required documentation for the issuing of cheques, and to facilitate a Cheque Presentation to Grant Recipients.

The Grant Administration Officer is responsible for the preparation of Funding Agreements.

The Funding Agreement and the Application Form, as submitted and assessed, shall form the contract under which funding is granted.

Grant Recipients must notify Council of any changes made to the project and receive consent prior to the change being implemented within the framework of the activity.

The Sport and Recreation Program Officer must present significant changes to projects to the Manager Precincts and Facilities for assessment and approval.
It is the responsibility of the Grants Administration Officer, as directed by the Program Officers, to formally notify Grant Recipients of the outcomes of their request.

Auditing Successful Applications

The Grants Administration Officer is responsible for the random selection of ten (10) percent of successful applications in each of the three Funding Streams submitted in Funding Rounds.

The Grants Administration Officer is responsible for providing the Program Officers with the auditing details.

The Program Officers are responsible for undertaking the audits during the life of the activity or no more than one (1) month after project completion date.

Auditing shall include:

- a visit to the venue / site of the activity; and
- an interview with Grant Recipient to determine that project activities, timeline and budget are in accordance with the funding agreement. The Project Officers may request to sight project documentation.

The Program Officers shall follow up findings of the audit with Grant Recipients as applicable.

The Sport and Recreation Program Officer shall audit all Grant Recipients as part of the acquittal process.

The Program Officers shall use the finding of the auditing process in the Program Assessment Report.

Acquittal Process

Grant recipients must acquit the grant 12 weeks after the project completion date.

A grant Acquittal Kit shall be given to all successful applicants, at time of cheque presentation.

A courtesy letter is to be sent to the grantee twelve (12) weeks before the acquittal process.

Grant acquittal reports submitted without all the relevant information required will not be accepted.

For non-compliant acquittals the Grant Administration Officer will write to the grantee detailing the issues and requesting compliance with requirements and allowance of a further three weeks made to successful acquit the grant.

If an Acquittal report is not received after three (3) weeks of the due date a courtesy phone call, by the Grant Administration Officer, is made to the grantee, with the following possible outcomes:

- The contact person is unobtainable, in which case contact numbers and addresses of grantee are to be checked and a letter is to be forwarded reminding them of their acquittal obligations and advising them of the consequences of not acquitting the grant;
- The contact person is obtainable, a suitable time extension is negotiated with the grantee and approval is sought from the Program Officer.

Grant recipients who do not comply with the acquittal process shall be sent a final reminder on the third attempt of contact by the Grant Administration Officer, stating that if the acquittal report is not received within three (3) weeks of the date stated on the letter, the grantee will be ineligible to apply for a Financial Assistance Grant for five (5) years, or until such time that the grant is successfully acquitted, or legal action undertaken to recoup the funds.
YOUNG PEOPLE IN SPORT (YPIS)

The awarding of Young People in Sport (YPIS) grant funding assistance is a competitive process with a limited pool of funds, and as such not every compliant application may be successful.

The YPIS funding is designed to assist young sports people under the age of 18 years old to participate in representing Queensland and Australia. Sporting organisations or the athlete are required to fill out an application form, to confirm the team member is under the age of eighteen (18) at the time of the event and a Cairns based resident. The applicant needs to provide verification of selection in the sporting event.

YPIS funding is available throughout the year with a specific budget amount located. Maximum funding amounts and categories to be based on the following:

- Competing within Queensland - $100 grant per athlete
- Competing Interstate - $300 grant per athlete
- Competing Internationally - $500 grant per athlete

YPIS individuals will be permitted a maximum $500 grant, for one sporting code per financial year.

Applications for YPIS assistance must be applied for one (1) month prior to the required date. Applications received after this time will be assessed.

Young People in Sport (YPIS) maximum funding amounts and categories to be based on the location of the event in which the individual is competing as follows:

Application Forms will be available through the Grants Administration Officer, Program Officers and the Council website.

The Grants Administration Officer will maintain a database and hard copy records of successful applications.

Flow chart of responsibility:

Program Officer
Promote Program (open all year)
Respond to any queries

Program Officer
Send invoice to finance once received from organisation

Grants Administration Officer
Enter information into Grants Database

Grants Administration Officer
Send letter and cheque to organisation

Program Officer
Check eligibility of applications and assess against funding guidelines

Grants Administration Officer
Check documentation provided and prepare names for recommendation and approval
Advise unsuccessful and approved applicants
Lettets and update database
EMERGENT GRANT REQUESTS

Emergent grant requests are those requests for financial assistance that 'emerge' outside of funding rounds and are dealt with on an individual basis.

An annual budget allocation shall be made available. In the event that this allocation is not spent by March of the financial year then funding may be allocated to applications that were not successful in funding rounds. As funding is allocated through scoring applications against criteria, it is those applications that have scored well but have missed out due to funding round budgetary restrictions that shall be considered.

Applications for Emergent Grant Requests must be completed on the nominated application form and comply with the guidelines as set down for funding rounds. In addition, applicants must show strong evidence of why their application should be assessed outside of a funding round.

The screening of Emergent Grant Requests is the same as for any applications for assistance and the eligibility rules remain the same.

It is the responsibility of the Program Officer to assess the merit of the application and the legitimacy of the 'emergent request'.

The Program Officer makes a recommendation to the Program Manager and once the Program Manager is satisfied that the application be recommended for funding a report is prepared to Council.

IN-KIND ASSISTANCE

The awarding of In-kind assistance is a competitive process with a limited pool of funds, and as such not every compliant application can be successful.

In-kind assistance is the provision of Council services and / or equipment and / or personnel at no charge to the recipient.

In-kind support is to be available throughout the year with a specific budget amount allocated.

In-kind assistance can only be provided for services that are part of Council's normal business.

In-kind assistance cannot be provided for services that Council has contracted to private enterprises.

In-kind assistance cannot be offered for Venue Hire: a subsidised community rate is available through venue managers.

Applications for In-kind assistance must be applied for one (1) month prior to the required date.

Applications can only be assessed if they have been completed on the correct Application Form and received one (1) month prior to the required date.

Council Officers must email the relevant Divisional Councillor with all 'In-kind Assistance' applications, including full details of costings, before allocation of funds are made or committed. Return notification from Councillor must be received within 24 hours. If the Councillor fails to respond within this time frame, the answer is to be assumed in the affirmative.

Application Forms will be available through the Grants Administration Officer, Program Officers and the Council website.
Applications for In-kind Assistance that are linked to an application for financial assistance through the Financial Assistance Grants Program must be received attached to the application and submitted within the Funding Round or at the time of applying for an Emergent Request.

In-kind assistance can only be applied for and granted to the value of $2,000.00.

Funds, to cover the cost of services and / or equipment and / or personnel, are to be transferred from the In-kind Assistance budget of the Financial Assistance Program to the budget of the Council Department providing the assistance.

The Program Officer or Grants Administration Officer is responsible for the processing of the successful request, including the authoring of the internal work order.

The Grants Administration Officer will maintain a database and hard copy records of successful applications.

Assessment
Application for In-Kind support is a competitive process with a limited pool of available funds and submission of an application is no guarantee of success.

Applications are assessed against the general eligibility of the Financial Assistance Grants Program and the specific criteria for the Funding Stream applied under, as detailed in the Financial Assistance Grants Guidelines.

Applications are assessed by the Program Officer responsible for individual Funding Streams, who make recommendations to Program Managers, as to the merit of the application.

In-kind assistance can only be granted following approval from the Program Managers, General Manager City Development or General Manager City Works and Services, and the Branch Manager providing services, equipment, resources or personal.

Flow chart of responsibility

**Acquittal Process**

An acquittal report from recipients of In-kind Assistance is not required.
BUDGET ALLOCATION

An annual budget allocation from the Cairns City Council Operational Budget shall be made for each stream of the Sport and Recreation Financial Assistance Grants Program.

It is the responsibility of the Councillors in the Chambers to determine the amount of the allocation to be awarded to each of the three Funding Streams.
It is the responsibility of the Program Officers to report Program outcomes, including projected funding needs to the Program Managers and have this report made available prior to the annual budget review.

It is the responsibility of the Program Managers together with the General Manager City Works and Services to request to Council project budget needs of each Funding Stream.

It is the responsibility of the Program Officers, and the Sport and Recreation Reference Group in that instance, to determine the amount of funding to be allocated for funding rounds and inkind support. And to determine the amount of funding available for distribution in each of the funding rounds.

SPORT AND RECREATION REFERENCE GROUP

The role of the Sport and Recreation Reference Group (SRRG) is to provide balanced and objective assessment and provide recommendations to Council on grant applications received in Funding Rounds.

The SRRG assesses applications according to the general and specific funding criteria, as detailed in the Financial Assistance Grants Guidelines.

The Sport and Recreation Program Officer will facilitate the coordination of the SRRG.

Members

Due to the considerations of the Judical Review Act and the need to demonstrate full objectivity, the SRRG will be comprised of members of the program area Reference Group, excluding Councillors and Council Officers.

Quorum

For a quorum to be obtained, at the time of assessment, there must be no less than half plus one of the current membership of the SRRG, this will exclude Councillors and Council Officers.

Expectations and Code of Conduct

Members of the SRRG operate as detailed in the Terms of Reference applying to their Reference Group membership.

Members of the SRRG are bound by the Code of Conduct detailed within the body of the Cairns City Council Guidelines for Reference and Advisory Groups.

The members of the SRRG must agree to the conditions as set out within the "Terms of Reference" and "Cairns City Council Guidelines for Reference and Advisory Groups" to retain their membership.

CONFIDENTIALITY

The applications submitted within each of the funding streams address issues of potential sensitivity and contain confidential financial and other information about applicants. The Program Officers, Grant Administration Officer, Program Managers, General Managers and Councillors must respect confidentiality of any applicant and keep information and deliberations confidential.

The outcome of all applications must be kept confidential until such time that applicants have been notified of their applications status.
POLICY AND PROGRAM CONTROL

Review involves the critical analysis of the outcomes of the funding program and the processes used. The review of projects funded allows analysis of the success of the funding criteria in directing outcomes towards program priorities. Review of the process is undertaken to identify further efficiencies in administration and improvements to "client-friendliness".

The review processes is the responsibility of the Program Officers and shall be undertaken every three years to gauge if program is meeting objectives. If a full review is not required at this time then it shall be undertaken as the need arises.

COMMUNICATIONS AND MARKETING

The grant rounds shall be advertised in appropriate local print media. There shall be no less than three and no more than four advertisements placed for the funding round.

The section of the paper in which the advertisement shall be placed is left to the professional discretion of the Program Officers. Though it shall be situated in sections (i.e. public notices, sports, arts) of the paper most likely to be read by the individual streams eligible applicants.

The Program Officer shall be responsible for conducting no less than three ‘Grant Information and Writing Workshops’ per funding round. To ensure maximum ability for potential applicants to attend workshops are to be at least one workshop to be held in both the north and south of the central business district as well as one in the central business district.

The Program Officers shall be responsible for conducting one on one assistance with grant applicants who have attended grant-writing workshops.

The Program Officers are responsible for conducting a cheque presentation.

The Program Officers shall be responsible for developing media releases regarding successful applicants prior to and following the cheque presentation.

The Program Officers with the assistance of the Grants Administration Officer may at their professional discretion promote grant rounds through mail outs to potential eligible applicants.

The Program Officers at their professional discretion may promote the Grant Rounds through local electronic media.

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This policy is to remain in force until otherwise determined by Council.

General Manager Responsible for Review: General Manager City Development

ORIGINALLY ADOPTED 10/09/2002
CURRENT ADOPTION: 29/03/2007
DUE FOR REVISION: 29/03/2011
REVOKED/SUPERSEDED:
LIBRARIES OVERDUE STOCK ASSET MANAGEMENT SYSTEM

Genevieve Lehmann: 1/53/1-07: #1620220v3

RECOMMENDATION:

That Council:

a) Notes the overdue stock management system for Libraries outlined in this Report;

b) Notes the appointment of Bridgement Smith Collections as the preferred debt collection agency for Libraries for a period of 3 years; and

c) Delegates authority to the Mayor and Chief Executive Officer to periodically write off the financial value of irretrievable stock deleted from the Libraries Catalogue.

INTRODUCTION:

Over the past twelve (12) months a comprehensive review of Libraries overdue stock asset management system has been completed. This report contains a detailed explanation of the review, the outcomes and subsequent recommendations.

BACKGROUND:

In 2006 KPMG Auditors recommended that Council review the management of overdue library material across the former Cairns City Council Libraries, due to the non return of borrowed items representing approximately 65% of library stock shrinkage.

Although Local Law Policy No1 (Libraries), adopted in 1999 by the former Cairns City Council (CCC), provides guidelines for dealing with overdue items, practical application of the Policy was limited and unsustainable due to considerable functionality constraints of the previous Library Management System (LMS) and associated operational resources at the time.

Based on the Local Law Policy, customers may receive a letter of notification for the following reasons:
• Library materials on loan are seven days overdue. This notice is a friendly reminder that items are overdue and should either be returned or renewed.
• Library materials on loan are fourteen (14) days overdue. These items are considered lost and an invoice is issued for the cost of the library material. If the library material is returned the cost of the material is waived and an overdue fee is paid. This letter also advises the customer those further actions such as referral to a debt agency and/or issue of a fine may occur.

These letters are of little value due to the inability to action and sustain the follow up processes. Recent upgrades of the current LMS have provided the functionality to further maximise the return of Library Stock Assets through a more strategic and streamlined overdue stock management system maximising the return of overdue items and minimising financial loss to Council.

COMMENT:

All public libraries globally encounter challenges in encouraging members to return library items on time and in good condition. Whilst generally there is no proven method for the successful recovery of overdue stock, various strategies have been implemented by libraries such as: Charging late fees, limiting or removing lending privileges, the use of debt collection agencies, whilst some Councils take a “do nothing” approach.

As the two-letter approach proved ineffective, and in an associated effort to reduce mailing costs, the use of one combined and focused single reminder notice including an invoice for replacing the item has been trialled. The notice highlighted the outcomes of not returning an item and encouraged the member to return the stock. The result of the trial was consistent with the two-letter strategy and had a marginal impact on the return rate of overdue stock. The trial confirmed that there was a significant need to implement an “end to end” system involving a series of processes encouraging customers to return items on time.

In order to reach an effective solution to the problem, aligned to Council’s Business Excellence Framework, a continuous improvement (CI) project team was established comprising library staff at all levels and two officers from other Council Branches. Using specific research and development tools the team developed and recommended a series of options designed to effectively maximise the return of overdue library stock and are included in the new system.

Key recommendations from the CI team which now form integral parts of the process included:

• An educational programme for customers including a creatively designed handout delivered at the time of joining the library highlighting the importance of returning library items on time. A specific training programme for library staff was implemented for the delivery of the strategy. This process was initially trialled at the Earlville library then rolled out to all other libraries. Although in isolation the trial did not produce significant results, feedback from library customers was highly positive and overall it was deemed to be a successful public relations and marketing tool and a necessary part of the end to end solution.
• *Improving the process of sending library notices to customers.* Previous communication of letters and notices to customers at the time was cumbersome and costly due to limitations of the LMS. In 2007 the LMS was upgraded with the new functionality of simplifying the creation of library notices and the ability to email customers direct. These changes streamlined the process of effective and reciprocal communication with customers. Letters can now be sent by mail within two hours of generation and for those with a current email address, notices can be sent instantly. This effectively ensures that customers receive the letters in a timely manner and can undertake the action required within the requested timeframe. Customer feedback regarding this service continues to be outstanding.

• **Appointing a debt collection agency** to act on behalf of Libraries. The team recommended the retention of the two-letter approach. However if the first two notices fail, a third would be sent confirming the intent to actively pursue recovery of the non returned items or non payment of the invoice through referral to a licensed debt collection agency. The third letter strategy has been trialled for one month and the results so far are promising. Of the 171 stock items invoiced valued at $7,488.44 including administration fees and fines, 44 items for the value of $1,769.94 have so far been recovered.

• **Implementing a process to deal with the items that remain outstanding** after referral to the debt collection agency. If library stock remains overdue for a period of three (3) months, these items are deemed irretrievable and are deleted from the Catalogue. In order to balance the financial reconciliation of stock it is recommended that Council delegates authority to the Mayor and Chief Executive Officer to write off the associated value of the deleted items as the final step in the process. The financial information related to the material deleted will remain on the member’s record for future reference. Membership status will be barred.

*Further investigation will be undertaken into SMS and other forms of communication with customers as the LMS functionality improves. Updated email addresses are captured when new members are joined and at the least upon annual renewal of membership.

Libraries management has investigated various debt collection agencies and has sourced written quotes from three: Bridgement Smith Collections, Pru$hka House and Proven Collections. Both Bridgement Smith and Pru$hka House responded, the less expensive of which was Bridgement Smith. Although actively pursued, no response was returned from Proven Collections.

The recommendation to Council is to appoint Bridgement Smith Collections as Cairns Libraries debt collection agency for a period of three years to be used as required. Bridgement Smith has previous experience with debt collection for Council and libraries, the Mareeba library being an existing satisfied customer. The Mareeba Library Manager has confirmed that, by simply indicating to customers that they “may” be referred to a debt collection agency improves the return of library items by approximately 50%. A further 35% of items are returned when the customer is actually referred to the collection agency.
Corporate and Operational Plans:

Corporate Plan – 10.2.2 Council’s Asset Management Strategy
Cairns Libraries Operational Plan – Operating Initiative No.1
Cairns Libraries Audit Matrix 2.2.3

Statutory:

Local Law No 17 – Libraries
Local Law Policy No1 (Libraries)

Policy:

Nil

Financial and Risk:

Over the last twelve month period an average of 1,000 members withheld 3,853 items at a purchase price of $87,264. This represents 1.7% of library stock assets and 1.5% of the total Capital value of the assets.

In addition to the existing strategies used by Libraries, the appointment of a debt collection agency will provide a holistic approach to maximising stock recovery and equity of access to library collections across the region.

Bridgement Smith Collections charge the following fees:

- Lodgement fee: $2.50.
- Nine (9) Day Commission free period.
- Any payments or returned items received after the nine (9) day grace period will attract a 25% commission charge.

There is no minimum fee or Contract sum applied to the Agency Agreement, and each case may be treated independently if required. The Agreement is designed as a user-pays service, the expense of which to Council is totally within the control of Libraries and will be monitored on a regular basis.

Based upon the above figures and the potential use of the service over three years, it is considered that the potential value of the Agreement to Bridgement Smith may be guesstimated at around $7,500 in lodgement fees.

Those items not returned within the nine day commission free period will be assessed on an individual basis. If the Agency is used to pursue 35% of the outstanding stock after the nine day grace period, their earnings may be around an additional $23,000 - $25,000. The total Agreement value may reach approximately $32,500.

The strategy of using debt collection is designed to ensure that expense to Council is managed within budget constraints and that the financial impost of debt recovery is met by the member where practicable.
CONSULTATION:

State Library of Queensland, Various library services, Mareeba Library, Debt Collection agencies, Customers, Library staff, senior management and Council officers were consulted in formulating the process.

OPTIONS

Libraries have trialled numerous options and strategies of communication to customers in order to reduce stock and financial loss to Council. The adoption of the recommendations in this report will enable an overall end to end management system to be implemented from initially educating members on the value and merit of returning library stock, to ensuring that losses are minimised through a tangible debt collection process.

Libraries and the finance area have explored the option of retaining the debt recovery process in-house, however due to the resources required it is considered that there would be no real cost benefit to Council.

CONCLUSION:

The thorough review of the overdue stock asset management process has produced robust recommendations for a system that will provide a positive outcome for both Council and the community. The increase in the return of overdue library items will ensure that use of library collections remain equitable for all library members and visitors to enjoy and that financial loss is significantly reduced.

ATTACHMENTS:

Nil

Genevieve Lehmann
Team Leader Support Services

Kerrie Still
Manager Libraries

Ian Lowth
General Manager Community & Cultural Services
SPORTING ORGANISATIONS REQUIRING FIELD AND FACILITY SPACE

Tanya Rutherford: 1/58/16-01: #1732682

RECOMMENDATION:

That Council note the current list of unmet requests from Sporting Organisations for assistance in acquiring field and facility space, and the status of responses to these requests.

INTRODUCTION:

This report is to advise Council that officers are currently in receipt of fifteen (15) unmet requests from Sporting and Recreation clubs or individual community members for either additional space for expansion or new field or facility space.

BACKGROUND:

The Cairns Regional Council Local Government Area had a population of 147,505 in 2006. By 2020 this is projected to be 181,152, a population increase of 19%. This population increase will put additional pressure on existing sport and recreational facilities and field space which is already under pressure with the existing population.

COMMENT:

The following table outlines the fifteen (15) sporting clubs and member numbers, seeking additional space for either a sporting facility or expansion for field space.

<table>
<thead>
<tr>
<th>Club/Assoc Name</th>
<th>Request (request, list requirements/requests in detail, timeframes etc)</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns &amp; District Sporting Shooters’ Association of Australia</td>
<td>Requested land for permanent rifle range</td>
<td>1006</td>
</tr>
<tr>
<td>Cairns Kart Racing</td>
<td>Land for racing facility</td>
<td>100</td>
</tr>
<tr>
<td>Cairns Greyhound Racing Club Inc</td>
<td>Land for relocation of track and facilities</td>
<td>45</td>
</tr>
<tr>
<td>Cairns Miniature Helicopter Club</td>
<td>Land/shared land to continue use/ secured tenure</td>
<td>22</td>
</tr>
<tr>
<td>Cairns Radio Controlled Model Car Club</td>
<td>Land for development and operations</td>
<td>15</td>
</tr>
<tr>
<td>Cairns Wanderers Rugby Union</td>
<td>Land for home ground</td>
<td>60</td>
</tr>
<tr>
<td>Edmonton Storm Senior Rugby League</td>
<td>Land for training and games</td>
<td>200</td>
</tr>
<tr>
<td>Barrier Coast Archery Inc</td>
<td>Land for club activities</td>
<td>48</td>
</tr>
</tbody>
</table>
Cairns Figure Ice Skating Club  Site required to build ice Skating rink  25
Brothers Junior Rugby Union  Seeking land for home ground ideally would like area next to Aeroglen Drive Reserve (City end)  140
Cairns Four Wheel Drive Club  Seeking land for training purposes  Unknown
The Streets Boxing Club  Seeking indoor facility for operations  Unknown
The Stable Boxing Club  Seeking indoor facility for operations  Unknown
Barron Trinity Bulls Rugby Union  Residual Land formally ‘Bull Park’ at Aeroglen next to Aeroglen Drive Reserve (City end)  145
Southside Crusaders Sports & Culture  Require land for training and home games southern corridor  150

Following is further information relating to each sport and recreation club request:

**Cairns & District Sporting Shooters’ Association of Australia (CDSSAA)**

Earlier this year Council received a letter from the Cairns & District Sporting Shooters’ Association detailing their situation and seeking Council assistance to acquire or lease land for a permanent rifle range. This CDSSAA hire land leased by Department of Defence and Cairns 51st Rifle Club located at Wangetti. There current facility is not of an adequate standard, the range is limited to only 100 meters and the ancillary infrastructure is of poor quality. The CDSSAA are seeking a suitable area of 3 acres to enable a minimum shooting range of 300 metres. This will enable the club to establish a national facility. Council has advised CDSAA there is currently no suitable land within the Cairns Region available for this purpose. The club is investigating suitable land options elsewhere.

**Cairns and District Kart Racing Club (CDKRC)**

Discussions with this club for a new Motor Sport facility date as far back as 2000. The Cairns and District Kart Racing Club currently operate from the Cairns International Speedway facilities at Lot 190 SP110847 Fisherman Road, Edmonton owned by the North Queensland International Motor Racing Association. As a result of increased Motor Sport interest and population growth in the area their membership base has doubled in the last twelve months.

The CDKRC is finding it difficult to schedule meetings and access the track for practice around all the current user groups. Recently a temporary pitting area was constructed to cope with increased demands however this area has become susceptible to flooding and the club had to cancel three meetings this year as a result of safety concerns.

In November 2007, Council sourced a suitable site on Thomson Road, Edmonton and presented an offer to the vendor. This offer was rejected. Council at it’s meeting on 20th December 2007 resolved to “not pursue at this particular time the acquisition of land for a Regional Motor Sports Precinct and encourage the Cairns Kart Club to source a suitable site”. The CDKRC face decreased memberships and the possibility of ‘ad-hoc’ or ‘informal use’ of surrounding areas for their desired activities unless a new suitably sized (12 ha) and located site is sourced.
Greyhound Club

The Greyhound Club currently hold race meets within Cannon Park Racecourse. The club has been advised by the Cairns Jockey Club that due to proposed expansion of the racecourse the greyhound club are required to find another suitable venue to hold their race meets. The timeframe of this relocation is unknown. The previous Council had declined to support this request for assistance because of the commercial nature of the club’s activities. Council officers are not actively seeking land for the greyhound club due to a higher priority being assigned to other requests and identified needs. An April 2008 request to the club for additional information remains outstanding.

Cairns Miniature Helicopter Club (CMHC)

The Cairns Miniature Helicopter Club has been operating with Council permission on Lot 115 NR 800836 off Macnamara Street below the Edge Hill Saint Soccer Club for many years. The club does not have access to amenities or power and exists in a small way due to the passionate nature of everyone involved. However without facilities or permanency of tenure the CMHC have been unable to strengthen its membership.

This sport potentially has large applications for youth participation, however constraints at the current facility make it impossible to adequately train and supervise juniors or those needing instruction. In order to adequately meet their requirements the club will require a minimum of 1ha. The club has been consulted as part of the Manunda Sport Precinct Master plan. Further discussions will be undertaken as part of the Master plan review.

Cairns Radio Controlled Model Car Club (CRCMCC)

The Cairns Radio Controlled Model Car Club currently hire the speed skating rink located outside the Cairns Roller Sports facility on Lot 2 CP 903792 on Behan Street, Manunda. During the consultation process for the Edmonton Facility Needs Study the club expressed dissatisfaction with its current facility in that it doesn’t adequately cater for its requirements. Much of the barriers to growth, centre around the fact that their current facility is noise sensitive, costly and without any shade or shelter for their spectators or equipment. Furthermore, the temporary nature of this facility does not grant them appropriate tenure to source funding to improve their situation.

The club have been rapidly losing members since the ‘off road’ component of its club was forced to conclude its operations due to being forced out of its previous home at Westcourt Shopping Centre, due to development. Club members have informed council officers that its membership base has more than halved since this time. A location large enough to accommodate both ‘on-road’ and ‘off-road’ racing would allow facilities to be shared and contribute to the on going sustainability of the club and sport in our region. The CRCMCC have indicated that they require a site that is approximately 100m x 70m with appropriate parking, water, power and toilets to continue and prosper into the future. The club are in negotiations with Cairns Australian Football League (CAFL) to potentially occupy surplus land located within the new AFL sporting fields being developed by CAFL located at Gordonvale.
**Edmonton Storm Senior Rugby League**

In the context of the sport of Rugby League, The Edmonton Storm is a very high profile club and significant contributor to the sporting fabric of our region. The club has over 200 members consisting of 4 teams. In recent times, the club has expressed dissatisfaction with respect to the inadequate training and playing facilities available to it. This matter is partly being addressed by Council’s current intent to acquire land in the Edmonton area, however many short to medium term issues remain, that could force the club to cease if not addressed.

In 2005 with the funding assistance of Sport and Recreation Queensland Council developed Petersen Park located on Farmer Street, Edmonton. This facility cost over $1 million to construct and consists of two rectangular playing fields and a clubhouse. This facility is currently home to both Edmonton Storm Junior Rugby League and Centenary Comets Junior Soccer clubs. It was a Council commitment that when this facility was developed it would only be made available for Junior sport and NOT senior sport. This facility could easily cater to the Edmonton Storm Senior Rugby League, however due to the Council commitment to the immediate residents, the fifty senior players are forced to travel to Cairns City and train and play at West Barlow Park.

A suitable training venue in the immediate area simply does not exist. It is difficult and costly for the club members, who primarily live in the surrounding areas of Edmonton and Gordonvale to travel to the Cairns city area to train. This financial strain coupled with the subsequent decline in membership is putting an enormous strain on the club. In terms of the significant growth in the area and the obvious high profile of the sport, a decline in membership can only be attributed to the lack of existing facilities in the southern corridor. In the short to medium term Council officers will re investigate through community consultation the parameters set for the use of Peterson Park and alternatively in the short term explore the opportunity identified in the Edmonton Sport and Recreation Facility Needs Study to light Fuller Park to accommodate a more diverse array of users such as the Edmonton Storm.

**Barrier Coast Archery Club**

Discussions are being undertaken to locate the newly formed Barrier Coast Archery Club to the Northern Beaches Judo Club off Wattle Street at Yorkeys Knob.

**Cairns Figure Ice Skating Club**

Anderson Street Ice Rink closed on 25th February 2006, leaving Cairns Figure Ice Skating Club without an ice rink. The club has temporarily relocated to Cairns Roller Sports facility in Manunda and concentrates on artistic and freestyle skating. The club has investigated various locations including extending the current Roller Sport facility to accommodate an ice rink. Further investigations by the club are still underway.
Brothers Junior Rugby Union (BJRU)

Brothers Junior Rugby Union’s plight is indicative of most rugby union organisations in the region in that they share their facilities with a rugby league club. At present, the club use the facilities at Stan Williams Park off Behan Street, Manunda which have long been leased to Brothers Rugby League. Whilst this arrangement caters for their immediate needs, in the long term the club would ideally like to operate from a facility that allows them to grow and operate independently. Brothers Rugby League have been very helpful in assisting the club with this short term arrangement. Council hasn’t received a formal request by BJRU seeking field space, only informal discussions with officers and club representatives have been held.

Cairns Four Wheel Drive Club

The club has approached council in writing to request tenure of any suitable Council land to undertake their club activities. The club require a site of about 4ha. These activities include training and instruction as to the basics of four wheel driving- how to drive a vehicle in all terrain and conditions, and understand what it is capable of doing. The club has the support of Jim Turnour, Member for Leichardt. On the 26th of June, 2008 council advised the club that they were unable to identify an appropriate site and advised it to contact the Department of Natural Resources and Water.

The Streets Boxing Club

The recently formed Streets Boxing Club has approached Council to assist with a venue to accommodate their operations. In addition to their contribution to our sporting fabric, they also were formed to address a disturbing societal trend amongst some of our youth. The founders intend to harness the benefits of organised sport, particularly the disciplinary aspects of boxing to assist people who have fallen into the youth justice system. Additionally, the club intend to fill the void left by the closure of a prominent boxing gymnasium in the Gordonvale area which has left many youth without a place to train. Some of these individuals have turned to crime and other activities (alcohol and drugs) as a substitute. The Streets Boxing Club require an undercover space capable of housing their training activities in the southern area. Officers investigated other suitable venues. There is the possibility of using a community facility in Aloomba.

The Stable Boxing Club

The Stable Boxing Club have recently been asked to leave their former home in the old Girl Guides hut opposite the Edge Hill State School off Pease Street due to tenure complications. The site is currently leased directly to Girl Guides from the Department of Natural Resources and Water. The club have been operating from this facility for some time and grown with distinction producing both state and national champions. Other programs/initiatives undertaken by the club include women’s defence classes, fitness training and coaching for all levels (beginner to advanced) with a emphasis on assisting disadvantaged kids. Since being asked to vacate their premises, the club have stored their equipment but have been unable to continue operations and are in jeopardy of winding up should an adequate facility not be located. Council officers have been assisting with their investigations and many opportunities have been explored without success.
Barron Trinity Bulls Rugby Union Club (BTBRUC)

BTBRUC has been in operation since the early 1970’s and currently operate from the grounds occupied by the Kangaroos Rugby League Club off Irene Street, Mooroobool on Lot 1 SP 106970. The ownership of this facility has recently changed and the BTRUC has been advised that they will have to find a new home ground for the 2009 season. This is to accommodate the newly formed Queensland Rugby League franchise the Northern Pride, who will be using this facility for training during the 2009 season.

BTRUC has approached Council in writing to request tenure of the residual land at Aeroglen adjacent to the area currently leased to Cairns Touch Association. Historically the club used to occupy this land however were forced to leave due to a range of internal club issues. BTRUC currently have 145 members, comprising of 2 men's senior, 1 women's senior, approx 10 junior teams. Council will investigate the feasibility and cost to remediate the Aeroglen Reserve surface and field layout to accommodate multi use.

Southside Crusaders Sports & Culture

Southside Crusaders Sports and Culture Junior Rugby Union Club were also consulted in the Edmonton Sports and Recreation Facility Needs Study. The club is a multifaceted organisation with both Junior and Seniors and was formed in 2004. As a new and developing club they have found it very difficult to access adequate practice facilities. Presently the club use the facilities on a hire basis at West Barlow park. As a club whose membership is primarily sourced from the suburbs of Edmonton and Gordonvale this situation is less than ideal. The club require land to cope with expected growth in participation. This matter is being addressed in part by Council’s current intent to acquire land in Edmonton for Sport and Recreation purposes.

Other Requests

In addition to the above club requests Council officers have also been approached by individual community members seeking BMX tracks and Skate parks in various parks across the region. Prior to constructing these types of facilities a Strategic Plan to investigate the positioning and ongoing maintenance costs of these facilities will be undertaken.

CONSIDERATIONS:

Corporate and Operational Plans:

Future Cairns Key Goal 6.4 provides for the ‘equitable provision of a diverse range of sport and recreation opportunities for the residents of and visitors to Cairns…’

Policy:

Should suitable land be sourced for the affected clubs, Council’s Tenures Policy Not for Profit Recreation, Sporting and Community Groups (General Policy Number 1:02:45) will need to be considered in determining appropriate lease terms and conditions. This policy fosters multi use of Council operated facilities.
Financial and Risk:

There is a risk that due to lack of facilities and declining members the affected clubs will fold, affecting members of the community both senior and junior.

Sustainability:

Council’s role is to foster and support the viability and growth of sporting organisations within the region. Without adequate facilities and field space these sporting organisations cannot operate effectively or continue to be financially viable.

CONSULTATION:

The clubs listed within this report seeking additional space for expansion or new field or facility space have formally approached Council seeking land and assistance. Further consultation with club representatives has taken place to identify their requirements.

CONCLUSION:

Sport and recreation plays a substantial role in the lives and well being of the community. Council foster and support the growth of sporting clubs within the region. Limited resources, space and facilities make the task of improving club viability and participation very difficult. It should be noted that if the land acquisition on Walker Road Edmonton is executed some of the abovementioned clubs such as Edmonton Storm Senior Rugby League, Southside Crusaders, Cairns Wanderers Rugby Union could be accommodated within this facility in accordance with Council’s Tenures Policy Not for Profit Recreation, Sporting and Community Groups.

ATTACHMENT 1 – Population Projections

Tanya Rutherford
Team Leader Sport & Recreation

Jennifer Hunter
Manager, Sport Recreation & Community Development

Ian Lowth
General Manager Community & Cultural Services
## ATTACHMENT 1 - Population Projections

**Population Projections**

<table>
<thead>
<tr>
<th>Area</th>
<th>Current Population serviced</th>
<th>Projection by 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cairns Beaches</td>
<td>12,774</td>
<td>18,178</td>
</tr>
<tr>
<td>Barron – Smithfield</td>
<td>12,666</td>
<td>18,004</td>
</tr>
<tr>
<td>Freshwater – Stratford - Aeroglen</td>
<td>3,796</td>
<td>3,741</td>
</tr>
<tr>
<td>Redlynch</td>
<td>7,564</td>
<td>9,754</td>
</tr>
<tr>
<td>Inner Suburbs</td>
<td>56,126</td>
<td>64,910</td>
</tr>
<tr>
<td>CBD – North Cairns</td>
<td>5,456</td>
<td>7,751</td>
</tr>
<tr>
<td>White Rock – Edmonton</td>
<td>26,128</td>
<td>35,480</td>
</tr>
<tr>
<td>Gordonvale – Goldsborough</td>
<td>4,925</td>
<td>7,655</td>
</tr>
<tr>
<td>Douglas – Daintree</td>
<td>11,771</td>
<td>14,873</td>
</tr>
</tbody>
</table>

Note: The above population figures and projections are provided by the Planning Strategies Unit and are based on 2006 ABS Census data and projections and does not include Portsmith or Woree Industrial.
SUGARWORLD MASTERPLAN – EDMONTON – DIVISION 2

David Warmington DLW: 19/9/4-04: # 1745062

RECOMMENDATION:

That Council continue to support the development and implementation of the Sugarworld Masterplan.

INTRODUCTION:

A Masterplan for the Sugarworld Gardens has been developed by Council Officers with the aim to upgrade the services provided to the community. This Masterplan was adopted by Cairns City Council in July 2006. Progress has since been made in upgrading this facility providing greater opportunities for quality recreational activities to be experienced.

BACKGROUND:

CSR limited developed Sugarworld as a tourist attraction in 1987 with tropical fruit plantings and other attractions such as the current waterslide. The nearby Hambledon Mill ceased crushing sugar cane in 1991 and CSR then made a decision to redevelop the 300-hectare property. A large portion of the original tropical fruit plantings of Sugarworld were destroyed. However in 1995 Mulgrave Shire Council purchased 8-hectares of the original gardens including the waterslide complex.

Since then, capital works projects have developed car parks and infrastructure to service the public gardens as well as the leased Waterslide complex. Recent progress in the development of the adjoining residential property has resulted in the real property alignment on the western side of Sugarworld being surveyed and fenced. This resulted in areas of degraded parkland needing to be renovated and upgraded. It was considered timely that an analysis of the overall site be undertaken and a Landscape Masterplan be developed to provide for the growing community.

COMMENT:

The Sugarworld Gardens Masterplan is a landscape plan that addresses visitor services only to the public open space. The car park and leased waterslide complex are not considered in the scope of this plan.
Some of the key elements of the plan are as follows:

- An entry node to provide information and direction to visitors upon arrival;
- An upgraded pathway system to direct visitors to different attractions;
- A special event node for community functions and performances;
- Upgrade of tropical fruit orchard with a diverse range of exotic fruits;
- Upgrades of BBQ and playground facilities;
- Incorporation of garden artworks and commemorative plantings in a Peace precinct; and
- General upgrading of gardens with increased plant labels and interpretive information.

Works completed to date include:

- New fence to align the true boundary of the property;
- Irrigation and installation of a screen planting against residential development;
- Removal of old road systems and establishment of lawns;
- Filling and landscaping of pond area;
- Concrete pathway providing access to orchard area;
- Upgrade BBQ area and installation of electric BBQ;
- Extension to reticulation system within the orchard.

Planning is currently underway towards the Special Event node which will be an area for entertainment and public performances. The Friends of Sugarworld Botanic Gardens have expressed interest in the programming and production of events that will enrich the cultural vitality of the area. Council has recently been successful in obtaining a State Government grant to construct an All Abilities Playground in the Sugarworld area. The initial public consultation phase has been completed.

**CONSIDERATIONS:**

**Financial:**

Capital works funding of $95,226 is available in 2008/09 for ongoing Masterplan implementation, being unspent funds carried forward from 2007/08.

**Social:**

Sugarworld Gardens is situated in the centre of one of the fastest developing areas of Cairns Regional Council and currently offers the residents a unique recreational opportunity among towering rain-trees and avenues of historic mango trees. The area is rich in history regarding the pioneers of the Sugar Industry. Sugarworld provides a venue for the community to engage in a range of active and passive recreational activities. Tenders are currently being advertised for the development of a conceptual design for the playground.

**CONSULTATION:**

Community feedback regarding the Masterplan during the consultation phase was positive and supportive. The Friends of Sugarworld Botanic Garden continue to be involved and are an important stakeholder in the development of capital works programs and the ongoing function of the facility.
CONCLUSION:
Sugarworld is a premier open space area within Cairns Regional Council and the Landscape Masterplan will ensure that it provides an appropriate level of recreational and cultural opportunities and continues to be used and appreciated by the community.

ATTACHMENTS:
1. Sugarworld Landscape Masterplan Map

David Warmington  
Curator Botanic Gardens & Sugarworld

Leslie Sparkes  
Manager Cultural Services and Facilities

Ian Lowth  
General Manager Community & Cultural Services
LEGEND

1. EXISTING CARPARK
2. ENTRANCE NODE
   A themed shelter with information detailing all aspects of the gardens. An entry sign with associated feature gardens.
3. SCREEN PLANTING
   Buffer planting with endemic species
4. SPECIAL EVENT NODE
   A formalised gathering area that combines pavement with low decking and a sheltered area for performances. Provision of services.
5. THOMAS SWALLOW PARK
6. EXISTING LOCOMOTIVE SHELTER
7. DRY CREEK BED
   Utilise existing drainage paths for a series of dry creek beds that simulate natural watercourses.
8. SCREEN PLANTING
   Buffer planting with endemic species
9. ORCHARD
   Provide a series of pathways through the existing orchard. Remove selected species and augment to increase diversity and interest.
10. INTERPRETIVE NODE / MINI GOLF
    A sheltered area with displays and information relating to the orchard and its history. Regular fruit tasting and information sessions coinciding with other events throughout the gardens (Australia Day).
    A mini-golf course with each hole given an exotic fruit theme. The course would be constructed with low maintenance synthetic materials and would be free access during the operation hours of the gardens.
11. PEACE PRECINCT
    A partially enclosed garden developed within the theme of peace to mark 1914 - incorporating decorative wells, water to engage reflection and contemplation, artworks and specialist planting (possible commemorative trees).
12. FOND
    Reclaim existing pond to form a small pond area that operates with a permanent body of water. Plant trees and shallow areas with native grasses.
13. ENTRY SHELTER
14. BOARDWALK
    Boardwalk through plantings of significant vegetation.
15. UPGRADE EXISTING BBQ AREA
16. PLAYGROUND
    Introduce new themed play areas that encourage imagination play through specialised planting, custom made play structures and artwork.
17. EXISTING VOLLEYBALL AREA
COMMUNITY SAFETY COMMITTEE MINUTES

Laree Verra : 10/21/3-16: #1700760v2

RECOMMENDATION:

That Council note:

a) The minutes of the Community Safety Committee meeting held on 16 April 2008, adopted at the Committee meeting of 18 June 2008, and
b) That the action sought by the Community Safety Committee through these minutes in respect of the Building Safer Communities initiative was addressed by Council at the June 2008 SACCS meeting.

INTRODUCTION

The function of the Community Safety Committee is to ensure key stakeholders and decision-makers convene regularly to initiate strategic directions and planned approaches to systemic, endemic and emerging crime and safety related issues within the local government area and/or region. The 'community' includes residents, visitors and the business community. The CSC can refer particular issues to sub-committees, instigate working parties or contact an appropriate ‘expert’ or peak organisation for advice and a response. The Committee will focus on both immediate responses as well as strategic and long-term approaches to safety, health and crime issues within the Local Government Area.

BACKGROUND

The Community Safety Committee meets bimonthly.

Membership is drawn from Councillors, Council staff, government agencies, the business sector and members of the community including but not limited to:

Queensland Health
Queensland Hotels Association
ERGON
Liquor Licensing
Neighbourhood Watch
ATSI Elder Group
Tourism North Queensland
Department of Communities
Sunbus
Cairns Community Licensee Safety Association
COMMENT

Minutes of the meeting held on 16 April 2008 are attached for noting by Council. There are a number of actions for Council’s Community Safety Officer and a request to present Council with a revised report on Queensland Government Crime Prevention Strategy – Building Safer Communities (BSCAT). This report was noted at the SACCS Meeting 22 of May and endorsed after a further report on the 19 June 2008.

The next meeting of the committee was held on 18 June 2008 (minutes not yet ratified by Community Safety Committee). The actions requested by the committee for Officer to undertake are:

- Safety audit of Michaelangelo Drive and Skate Park at Redlynch
- Amendment Community Safety Committee Terms of Reference within agreed parameters
- Outcome of park restriction trial
- Progress of northern beaches youth alternatives

CONSIDERATIONS

Corporate and Operational Plans:

The former Cairns City Council corporate plan identifies Crime Prevention and the need to improve safety in Cairns.

6.2.2 Work with State Government to improve safety in Cairns, including the Cairns CBD and suburbs with high crime rates, through a number of initiatives

CONCLUSION

The Council note the Minutes of the Community Safety Committee and the actions required to be undertaken by the Community Safety Officer.

ATTACHMENTS:

Community Safety Committee Minutes of 16 April 2008.
Laree Verra  
**Community Safety Officer**

Jennifer Hunter  
**Manager – Sport, Recreation & Community Development**

Ian Lowth  
**General Manager Community and Cultural Services**
Attachment: Community Safety Committee Minutes of 16 April 2008

MINUTES OF THE COMMUNITY SAFETY COMMITTEE MEETING

Wednesday 16 April 2008

Meeting Opened

1.35 pm by Cr Forsyth

Attendance

Cr Diane Forsyth Cairns Regional Council
Cr Nancy Lanskey Cairns Regional Council
Cr Robert Pyne Cairns Regional Council
Cr Kirsten Lesina Cairns Regional Council
Mark Clarkson Coordinator, Forest Gardens Neighbourhood Watch
Boris Pointing Crime Prevention Officer, Qld Police
Pam Maher Community & Cultural Development, CRC
Laree Verra Community Safety Officer, CRC
Chris Simmons Black & White Taxis
Kasey Harrison Liquor Licensing
Joanne Lillywhite CBD Safety Summit
Paul Garnham C.C.L.S.A
Ian Lowth GM, Community & Cultural Services, CRC
Ian Chill Access & Equity Officer, CRC
Cate Teece Community Renewal
Dan Urback Qld Police Service
Owen Kennedy Qld Police Service
Malcolm Robertson Manager, Inner City Facilities, CRC

Apologies

John Harvey Qld Police Service

Opened 1.35

Confirmation of Previous Minutes

Moved: Owen Kennedy
Seconded: Paul Garnham
CARRIED

Changes From Previous Minutes:

Nil
Business Arising from Previous Minutes

Fuller Park SIP application for additional lighting:
- Stephen Tyer and Susan Work confirm that this work was not included in the 07/08 SIP Funding application

Temporary Accommodation – BOLA
- Simon Clarke provided information as to the process of notification. Appropriate referrals are defined under the Integrated Planning Act. Applicants are advised that they must refer their applications to the relevant agencies such as Qld Fire and Rescue in Council’s acknowledgement notices. However, Simon informed that Council does not receive many applications for short term accommodation which may indicate that Council is not be aware of some of the existing short term accommodation services operating in the region and as such are operating outside of formal planning or regulatory requirements. New state legislation has just been announced that may enable Council and QFRS to have a greater impact on ensuring that short term accommodation options meet fire and safety standards as it will now include accommodations that do not serve food thereby closing a long standing loop hole in the legislation.

Rear Parking at Good Guys
- Gerard Rosse advised that Good Guys do have an obligation under their planning application to provide signage advising customers of the availability of rear parking. Dennis Hunt was notified and has addressed the problem with Good Guys management informing them that they are to comply immediately with the conditions of their application.

Council’s Response to Liquor Reform in Queensland
- Council resolved to submit the response; a copy of which is available on request.

Problems at Monroe Martin Park
- Julie Wright from Local Laws advised that her Officers were in discussions with the various charities operating from the park in an effort to resolve the dispute. The charities have been informed that should problems in the park continue, Council will have no option but to review the permits under which they operate. Julie also informed that Officers have also increased patrols to ensure that refuse is being cleaned up on regular basis.

Education initiative targeting backpackers currently operating in Airlie Beach:
- Currently awaiting notification from Sergeant Kennedy as to necessity of Council providing a letter of support

Comments were made about a brochure being updated/produced providing information to Backpackers. Ian Lawth asked whether we need have other languages included. Owen Kennedy advised it will include Japanese however the issues of the licensed premises doesn’t affect the Japanese market.

Cr Forsyth felt the educative initiative was good and that it might be something that Council could look at down track. Pam Maher identified that there are other items available in other languages that would need updating. Owen Kennedy suggested perhaps this Committee could forward a letter to new Commissioner of Police seeking support in the brochure project initiative.

Cr Forsyth: Moved that the Committee draft a letter to the new Commissioner.

Action: Laree Verra to draft a letter to Commissioner.
Trial Park Closure

- A report is ready for the SACCs Committee Meeting scheduled for the 22nd of May outlining Council options on this matter

Community Safety Officer’s Report

Laree tabled and briefed the Committee on her report. Including a new section indicating emerging issues since previous meeting; one of which was to inform the Committee of the Residents Against Crime Community Forum on Thursday 17 April which she will be attending along with Councilors Forsyth, Cochran and Lansky.

For a copy of Laree’s report contact Laree at verra@cairns.qld.gov.au

Boris Pointing informed the Committee on the advantages of Cairns Regional Council signing up to be a part of the Building Safer Communities Action Team (BSCAT) initiative referred to in Laree’s report. The BSCAT initiative is an integral part of the Queensland Government Crime Prevention Strategy which commenced in July 2007 using localized, on the ground knowledge.

Cr Forsyth moved to support the Statement of Intent to go to next Full Council meeting.

Moved: Cr Pyne

Seconded: Cr Lansky

Ian Lowth advised it won’t make the deadline for reports to Council this time he suggested sending to SACCs Committee on 22nd May.

All were in favor and carried

Action: Laree Verra to prepare report to go to SACCs in May

Boris also provided information to the Committee about the Crime Prevention Safety Issues Team (CPSIT) which sits under Safe Communities that both Pam Maher and Laree Verra sit on. The Safety Issues Team has broad community involvement from many diverse sectors such as sexual assault, domestic violence and Wuchopperen.

For a copy of the minutes of the CPSIT please see Laree.

Safe Communities Officer’s Report

Pam tabled and briefed on her report. Part of the Safe Communities program is to have Cairns accredited by the end of the year. For a copy of Pam’s report, contact Pam at p.maher@cairns.qld.gov.au.

Boris Pointing commented that the Safe Communities Accreditation was to be 2010 however now due in October this year. There is a lot of work to ensure the October deadline is met.

Cr Forsyth asked Pam whether she needs support to get this task completed – Pam responded - many are involved and on target.

Ian Lowth asked if data is available from Qid Police. Senior Sgt Urback responded that there is an Annual State Review tabled however until the report is official they are unable to release statistics. A broad indication can be provided until tabled, however official document won’t be available until October 2008 for the 2007/2008 financial year.

Laree informed that official Police statistics up to 2006/2007 financial year have been collated and Pam has access to those statistics.
Round the Table/General Business

Owen Kennedy (Qld Police): Owen provided the Committee an overview of his role as Officer in Charge City Beat. Owen informed that currently there has been a request from the Police to Council that the toilets at Munro Park be closed.

Cr Pyne asked what impact the closure may have on the community access of these facilities? Owen commented that legitimate users of the facilities wouldn’t access during the closure period and when park is booked for specific events the toilets are opened.

Malcolm Robertson commented that they will review facilities. Increase in incidents due the increasing number of itinerants spending time there. Further discussions are occurring with local laws to look at this problem in Munro Park. Another concern is the increase in charity vans providing support in the Park.

Cr Forsyth - if people need food then we need to look at how we can manage that more effectively. The Lyon or Quigley Street shelters may be viable alternative locations.

Owen – Suggested a bus to the Centre if people are willing. The Police try to offer support with encouraging access to alcohol and addiction programs however there is a limit on numbers.

Ian Lowth: the hockey field was also a problem area however security patrols and looking toilet moved that, need to identify what has changed. Maybe talk with the vans operators for comments.

Cr Forsyth: more work needs to go into this.

Action: Laroe Verra to provide update on Munro Martin Park issues at next meeting

Overall though, Owen informed that the CBD is going well, given it is the busy time now for travelers.

Malcolm Robertson (Inner City): Further to the above discussion safety at Munro Park is against the trends of the past with assaults in CBD increased by around 45%, however the public intoxication is down to what it was. Public perception is mostly negative in nature and focused on assaults and public drinking there is a lack of public awareness as to the decrease in incidents. The CBD Safety Summit and Positive Safety Campaign were held however the local media tends only to run with negative stories. Malcolm explained that the CCTV network provide detailed data against various hot spots and relative incidents. The Taxi ranks initiatives put in place, with the Rank Controller and Security in place as well as a camera on the rank. Push bike speed a bit of a concern. There are 59 CCTV cameras with most on a direct feed back to Operations Room, 18 months ago reached limit. Upgrades to the system will be going out to tender this weekend for the upgrade. Improvements include an increase in live recording quality, memory capacity and network expansion out to other areas.

Cr Forsyth – are the CCTV cameras identified by signage? Advised that signage states “cameras operate in this area”.

Owen commented that some people aren’t deterred even after being told there are cameras in the area.

Kasey Harrison, suggested that the CCLSA/QPS brochure could include comments about CCTV cameras in the area for tourists.

Cr Lansky – Councillor for Division 2 Raised the issue that there is a lack of facilities for students in the summer holiday period. Laroe Verra advised that the Youth Officer is presently working on consulting with youth networks re: programs for that target group.

Dan Urback (Qld Police): – Dan informed the Committee that the park in Michael Angelo Drive and Jasmina Street is encountering problems with youth congregating in the area on Friday, Saturday and Sunday – generally happens late. Nearby areas experiencing increased graffiti and some break and entry incidents; could possibly be
alcohol or drug related, have limited information. Police intend to target the area with increased patrols. Laree Verra advised that she will be conducting a safety audit at the skate park and could include the park off Michael Angelo Drive.

**Action:** Laree Verra to include observation of park off Michael Angelo Drive whilst conducting audit of Skate Park at Redlynch.

**Joanne Lillywhite (CBD Safety Summit):** Joanne provided information to the Committee as to the role of the Summit. Focus on addressing alcohol related harm in the CBD and local area. Cairns stakeholders in the main have been supportive of reform. The main function is to identify issues in the CBD and identify how to prevent them. Have had success with the changes put in place with Taxis and Qld Transport. Having a Controller and Security in peak hours has helped. If you can get people out statistics show that problems are reduced. Anzac Day approaching and have organised funding for additional taxis for the Thursday night. Ian Lowth asked where funding is coming from? Joanne advised that there is no funding, it has been hosted by stakeholders and is initiative based. Liquor License has provided some money. Chris Simmons commented that Qld Transport is also supportive of the initiative.

**Cr Kirsten Lesina:** Nothing to report.

**Kasey Harrison (Liquor Licensing):** Minor items to report on the progress of the Liquor Reform. Make nominees aware that the new proposed structure is proactive and presently completing investigations for awareness to premises to lessen incidents. Boris Pointing asked if there had been any changes to the Bottle Shops Licensing relating to the new fee structures. If the clubs and pubs are providing food between 10am to midday there is an applicable fee, if there is no food provided the fee structure increases. The new laws come into effect either July or September.

**Ian Chil (CRC):** Nothing to report.

**Cr Robert Pyne:** Working on problems with safe cycling at Moree State School and Forest Gardens. Cairns Bicycle Users Group (CBUG) sent a document to all Councilors outlining their issues on bicycle safety. The Walking Bus at Forest Gardens was launched by Karen Blacken a resident of Forest Gardens. Efforts are being made to have a cycle version of it at Kurrajong Street to School and will look and see what support they get. Cr Pyne mentioned that he has offered support to Karen; it also came up in the last Neighbourhood Watch meeting. They are creating a logo for their vests in a competition for kids.

**Ian Lowth (GM, C&CS CRC):** Nothing to report.

**Paul Garnham (C.C.L.S.A):** Paul informed the Committee of gains made by the Licensees Safety Association in safety during clubbing hours at the CBD including dedicated channel radio contact with Police and CCRV operators. Cr Forsyth asked how many venue owners are on board. Paul advised that there were approximately 30, he also mentioned that whilst some venue owners didn’t want to participate in the Stopping Drink Promotion most did. Kasey Harrison enquired if CCLSA members were aware of the Anzac Day trading regulations. Paul advised he will be getting a memo out and that all venues need to apply for trading as they can’t trade before 1:00pm unless they are RSL or on behalf of the RSL. It also affects trading the night before for nightclubs trading between 12:00am and 3:00am.

**Pam Maher (CRC):** Nothing to report.
Chris Simmons (Black & White Taxis): Chris informed the Committee that as of next month there will be a new flat fare by Qld Transport in consultation with Taxi companies, similar to the buses. There will be a Coordinator at the Rank who will take the cash and organise the route for shared use and instruct the driver, offering a flat rate to customers. Passengers can still take their own cab and EFTPOS if necessary but adding a Coordinator should eliminate problems Taxi drivers are experiencing with payment at destination. The new flat fare scheme should be in place late May. Recently 5 taxis were damaged at Hoare Street between 1:00am and 4:00am by thrown rocks causing more than $1000 damage. As a result some drivers are now reluctant to go to Hoare Street. In conjunction with the pub near Gatton Street there is a similar problem of projectiles thrown at cabs; so far there has been no injury. Taxis have asked QPS if they could put unmarked patrols around back of Trinity Bay High School which hopefully will reduce the problem.

Cr Forsyth asked whether it is just the Taxis that are affected, Dan Urback (QPS) advised other cars have also been affected.

Boris Pointing mentioned there has been suggestions to transport youth attending Midnight Basketball program in the area at that time when event closes, however Cate commented that the kids don’t want to be transported they like their independence. Chris Simmons advised that a sling shot was used in one case and if window down could have been tragic.

Dan Urback commented that there have been incidents for some weeks now.

Cr Forsyth suggested that parents could walk youth home after the Basketball program.

Pam Maher suggested an announcement could be made at the Basketball Dan Urback mentioned that it is not necessarily the participants at the Basketball, that often there are outsiders waiting to exacerbate any tensions in the area.

Boris Pointing (Crime Prevention Officer, Qld Police): Review of Neighbourhood Watch program will be completed in May – objective is to reinvigorate the program. The Police Services are promoting One Punch Can Kill and Woree is doing a Beat Out The Violence program.

Cate Teece (Community Renewal): Have seen improvements in Cairns West with community harm and community safety. The Walk With Me program has had some great success in building peace in Cairns West. Cate lived in public housing 15 years ago and changes have been inspiring since Walk With Me commenced. She also acknowledged that the changes are brought about by people being involved in their community. An emerging issue is the public focus on youth and crime prevention and safety. Youth at shopping centres during Thursday night shopping are perceived by public as a big issue, however the three shopping centres with Police Beats has improved the problem. Cate raised the point that these youth issues may attract negative media comment.

Dan Urback will make note.

Cr Forsyth reflected on the amount of great initiatives being generated by the Committee members and congratulated everyone on their efforts.

Community Safety Committee Terms of Reference
Ian Lowth: Suggested that this meeting was an opportunity for people to revisit the terms of reference now with new Regional focus and the appointment of new Council Committee members. Ian also suggested that the TOR include a list of the organisations that participate on the Committee. Once the Committee has reviewed the TOR it may be appropriate for the Committee to share the terms of reference with the full Council. In this way Council can ensure that we are including coverage of whole Local Government area including Port Douglas.
Media Sub Committee
Laree Verra and Cr Forsyth raised the Media Sub Committee. Laree advised that the committee hasn't been operating for about a year.
Pam Maher indicated that previously it was difficult to sustain the media's commitment to the committee. Malcolm informed that media interest hasn't been positive in the past. Boris Pointing informed that the media were constantly trying to balance their obligation as community morale guardians with the corporate considerations of selling airtime and space in Media. Boris suggested getting them on board over a lunch.
Laree asked if this Committee want the format for this sub committee explored. Cr Pyne believes we should.
Cr Forsyth indicated that the statistics don't always measure up with the communities perception of crime and it is important to look at the best way of sharing what we are doing that could be helpful and useful.
Laree suggested we look at the existing Council media policy and how the sub committee could work in conjunction with this existing structure. Once the new Media Liaison officer is on board it will be essential to liaise with this officer and seek their support and expertise in the area.
Cr Forsyth agreed.

Action: Laree Verra to look at existing policy and discuss options with Council's new Media Liaison Officer

Next Meeting:

Wednesday, 18th June 2008
Committee Room, Level 3 Spence Street

PLS NOTE: 1:30pm – 3:00pm

Meeting Closed 3.23pm
COMMUNITY AND CULTURAL SERVICES REPORT

Ian Lowth: 1/3/22-14: #1686902v5

RECOMMENDATION:

That the Community and Cultural Services Department report for the period 16 March 2008 to 30 June 2008 be received and noted.

INTRODUCTION:

This is the report from Community and Cultural Services Department for Operational Plan Activities for the period 16 March to 30 June 2008. It addresses the performance of the following Branches and Activities:

Departmental Management and Support
- Departmental Management and Support
- Economic Development

Cairns Libraries Branch
- Management and Administration
- Cairns Sister Cities
- Library Network
- Library Support services
- Library Grants, Funding and Subsidies

Cultural Services and Facilities Branch
- Management and Administration
- Inner City Facilities
  - Inner City Infrastructure Operations
  - Inner City Event Management
  - The Esplanade
- Botanic Gardens and Sugarworld
- Tanks Arts Centre
- Civic Theatre
CONSIDERATIONS:

Corporate and Operational Plans:

This report highlights progress against the Community and Cultural Services Department Section of the Operational Plan for the period 16 March 2008 to 30 June 2008.

Statutory:

This report fulfils requirements under the *Local Government Act* to report regularly (at least quarterly) on progress undertaken in implementing the Operational Plan.

Financial:

An operating budget assessment for the Department is attached for the information of Councillors. Budget variance information is also provided for each activity.

*All other considerations were received and deemed not applicable.*

ATTACHMENTS:

Operating Budget Assessment.

Ian Lowth
*General Manager – Community and Cultural Services*
## Operating Budget Assessment – Community & Cultural Services Department

<table>
<thead>
<tr>
<th>Category</th>
<th>Actuals</th>
<th>Budget</th>
<th>Variance ($)</th>
<th>Variance %</th>
<th>Variance Status</th>
<th>Reasons</th>
<th>Implications/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RATES &amp;</td>
<td>0</td>
<td>-0</td>
<td>0</td>
<td>100%</td>
<td>Favourable</td>
<td>Shortfall in revenue for Council Funded shows at Civic Theatre ($31k) and</td>
<td></td>
</tr>
<tr>
<td>UTILITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>shortfall in Service Income at Botanic Gardens ($29k)</td>
<td></td>
</tr>
<tr>
<td>CHARGES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ticket sales did not meet expectations/projections – especially in Apr-08</td>
<td></td>
</tr>
<tr>
<td>Fees &amp;</td>
<td>479,536</td>
<td>588,354</td>
<td>-108,818</td>
<td>-18%</td>
<td>Unfavourable</td>
<td>$250k funding for Shang St Park, $110k unexpended Community Development grant</td>
<td></td>
</tr>
<tr>
<td>Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>funding from prior year, $92k unbudgeted sales at Tanks</td>
<td></td>
</tr>
<tr>
<td>Miscellaneou</td>
<td>1,200,665</td>
<td>707,106</td>
<td>493,559</td>
<td>70%</td>
<td>Favourable</td>
<td>Inner City Facilities - $83k underperforming of Fleet Rehire and $64k</td>
<td></td>
</tr>
<tr>
<td>s Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>underperformance of overhead recovery and $23k underperformance of job</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>charging. Also $90k underperformance of Job charging at Barlow Park and Tanks</td>
<td></td>
</tr>
<tr>
<td>Internal</td>
<td>114,689</td>
<td>307,816</td>
<td>-193,127</td>
<td>-63%</td>
<td>Unfavourable</td>
<td>$89k shortfall in Contributions received for Beach Services</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>We are expecting to receive $89k reimbursement of costs of lifeguard at</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>green island – Invoice was sent out on 23/06/08 – Expecting payment shortly.</td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>33,468</td>
<td>89,500</td>
<td>-56,032</td>
<td>-63%</td>
<td>Unfavourable</td>
<td>$89k shortfall in Contributions received for Beach Services</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>We are expecting to receive $89k reimbursement of costs of lifeguard at</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>green island – Invoice was sent out on 23/06/08 – Expecting payment shortly.</td>
<td></td>
</tr>
<tr>
<td>GRANTS &amp;</td>
<td>340,854</td>
<td>688,299</td>
<td>-347,445</td>
<td>-50%</td>
<td>Unfavourable</td>
<td>$161k shortfall in grants to Southern Suburbs support service, $60k shortfall</td>
<td></td>
</tr>
<tr>
<td>SUBSIDIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>to Community Development, $40k shortfall to Tanks, $38k shortfall to Sport &amp; Rec</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Delay in receiving new grants due to inadequate acquittal processing of</td>
<td></td>
</tr>
<tr>
<td>SALE OF</td>
<td>0</td>
<td>199,569</td>
<td>-199,569</td>
<td>-100%</td>
<td>Unfavourable</td>
<td>$161k from sale of goods has failed to materialise at Gordonvale Pool</td>
<td></td>
</tr>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Probable spurious budget item entry left over from Manager P&amp;F – we do not</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>own the land at Gordonvale – have not tried to sell the house</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Actuals</td>
<td>Budget</td>
<td>Variance ($)</td>
<td>Variance %</td>
<td>Variance Status</td>
<td>Reasons</td>
<td>Implications/Actions</td>
</tr>
<tr>
<td>---------------------</td>
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<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Capital Contributions</td>
<td>525</td>
<td>300,000</td>
<td>-299,475</td>
<td>-100%</td>
<td>Unfavourable</td>
<td>$300k shortfall in Public Art Contribution to CS&amp;F Mgmt</td>
<td>Spurious Budget Item – revenue was dependent on changes to planning laws which only came into effect last month. We never expect to recover this money. Budgeted assuming the laws would be in place from start of last financial year.</td>
</tr>
<tr>
<td>Subsidies and Grants</td>
<td>2,121,583</td>
<td>3,203,966</td>
<td>1,082,383</td>
<td>-34%</td>
<td>Unfavourable</td>
<td>$2.1m shortfall in grants to Other Sporting Facilities</td>
<td>Assumed funding for a capital project that has not been started yet – should iron out when project begins.</td>
</tr>
<tr>
<td>Revenue Total</td>
<td>4,291,319</td>
<td>6,084,610</td>
<td>1,793,291</td>
<td>-29%</td>
<td>Unfavourable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type</td>
<td>Category</td>
<td>Actuals</td>
<td>Budget</td>
<td>Variance ($)</td>
<td>Variance %</td>
<td>Variance Status</td>
<td>Reasons</td>
</tr>
<tr>
<td>--------------------</td>
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<td>----------</td>
<td>--------------</td>
<td>------------</td>
<td>----------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Expenses</td>
<td>Employee Costs</td>
<td>3,612,132</td>
<td>3,831,462</td>
<td>219,331</td>
<td>6%</td>
<td>Favourable</td>
<td>Staff vacancies at Libraries and CS&amp;F</td>
</tr>
<tr>
<td></td>
<td>Materials and Services Cost</td>
<td>2,722,762</td>
<td>3,292,510</td>
<td>569,749</td>
<td>17%</td>
<td>Favourable</td>
<td>$160k - contributions to TTNQ not yet made, $94k underspent on security services, $60k underspent on Stinger Net Operations</td>
</tr>
<tr>
<td></td>
<td>Internal Charges</td>
<td>653,943</td>
<td>855,367</td>
<td>201,424</td>
<td>24%</td>
<td>Favourable</td>
<td>$77k underspent at Botanics, $56k underspent at Inner City Facilities</td>
</tr>
<tr>
<td></td>
<td>Competitive Neutrality</td>
<td>573,687</td>
<td>564,885</td>
<td>-8,802</td>
<td>-2%</td>
<td>Favourable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Depreciation and Amortisation</td>
<td>2,239,700</td>
<td>2,233,414</td>
<td>-6,286</td>
<td>0%</td>
<td>Favourable</td>
<td>$16k underspent on merchant fees at civic theatre</td>
</tr>
<tr>
<td></td>
<td>Bank Fees and Charges</td>
<td>4,171</td>
<td>20,958</td>
<td>16,786</td>
<td>80%</td>
<td>Favourable</td>
<td>Savings in Sundry Expenses at Comm Dev North ($75k), PD Markets ($49k), CS&amp;F Mgmt ($31k), Mossman showgrounds ($20k). Also $25k reduced RADF financial assistance from Community Development</td>
</tr>
<tr>
<td></td>
<td>Other (Unspecified)</td>
<td>189,188</td>
<td>458,195</td>
<td>269,007</td>
<td>59%</td>
<td>Favourable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expense Total</td>
<td>9,995,583</td>
<td>11,256,791</td>
<td>1,261,208</td>
<td>11%</td>
<td>Favourable</td>
<td></td>
</tr>
</tbody>
</table>
ACTIVITY: Departmental Management & Support

Mission: To enable the Department's Managers and staff to provide best value services to all their customers.

Officer Responsible: General Manager Community and Cultural Services

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
</table>
| 1. Performance review of managers work | Review of work performed by each branch and the effectiveness of each branch Manager; Provision of guidance and support to improve outputs; Includes the review of Departmental performance in the following areas:  
  - Budget management;  
  - Operating initiative management;  
  - Capital works management;  
  - Workplace Health and Safety performance;  
  - Customer management. |
| 2. Coaching and support of staff across the Department | Provision of effective support to enable all Departmental staff to meet the performance expectation of their customers. |
| 3. Policies and Administrative Instructions relevant to Departmental operations | General Policies are Council approved statements provided for the benefit of the public; they advise Council's position with regard to specific matters. Administrative Instructions are approved by the Executive Management Team (EMT) and provide direction for staff in carrying out specific functions. |
| 4. Business Excellence Systems Views, Self Assessment Reports and Continuous Improvement support for the Department | Business Excellence is the title of Council's adopted Organisational Effectiveness framework and program. The outputs listed to the left are the key outputs from the program. General Manager promotion and support of the program within their Department is critical to its success. |

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure the implementation of the CCC/DSC Transition Action Plan for the Department, focusing on items scheduled for completion by the end of June 2008.</td>
<td></td>
<td>Jun 2008</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
### Operating Budget Assessment – Departmental Management & Support:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td>118,942</td>
<td>100,997</td>
<td>-17,945</td>
<td>-18%</td>
<td><strong>UNFAVOURABLE</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• <strong>Reasons:</strong> $6,400 overspent on salaried staff. Various training and travel costs being accrued to GM account when no budget set up.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• <strong>Implications/Actions:</strong> Need to adjust salaries budget to more accurately reflect staffing levels. Training and travel is budgeted for from Jul-09 onwards, so the rest of the overspend will be absorbed over the rest of the year.</td>
</tr>
</tbody>
</table>

### ACTIVITY: Economic Development

**Mission**
To promote the economic development of the City in conjunction with Advance Cairns and its partner organisations and through direct support of economic development organisations and activities.

**Officer Responsible:** Chief Executive Officer

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Economic development policy and priorities</td>
<td>The Policy represents a guiding statement for Council's role in the economic development of Cairns. Strategic priorities are identified in line with the Policy and identified in the Corporate Plan.</td>
</tr>
<tr>
<td>2. Resource and Performance Agreement between Council and Advance Cairns</td>
<td>A three year Agreement with Advance Cairns for Advance Cairns to pursue a range of Council's economic development priorities.</td>
</tr>
<tr>
<td>3. Resource and Performance Agreement between Council and TTNQ</td>
<td>A three year Agreement with TTNQ for Council to provide support for the activities of TTNQ.</td>
</tr>
<tr>
<td>4. Resources and Performance Agreement between Council and Port Douglas and Daintree Tourism (PDDT)</td>
<td>A three year Agreement with PDDT to provide support for the activities of PDDT.</td>
</tr>
<tr>
<td>5. Information and advocacy support for businesses.</td>
<td>Provision of information relevant to business operations; advocating for the development of local business opportunities; access to the Federal Government's business information and resource website.</td>
</tr>
</tbody>
</table>

### Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target (enter Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flowchart processes for the establishment and monitoring of agreements with Advance Cairns and TTNQ.</td>
<td>Self Assessment 4.5</td>
<td>Jun 2008</td>
<td>100%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* Variance Report for Initiatives not on target:

* Prospective Actions for Initiatives not on target:
### Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Adopted by Board</th>
<th>Due with Council</th>
<th>Date Submitted to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Plan 07-08</td>
<td>Oct 07</td>
<td>By end Dec 07</td>
<td>31 Oct 07</td>
</tr>
<tr>
<td>Annual Report 06-07</td>
<td>Oct 07</td>
<td>By mid Jan 08</td>
<td>10 Dec 07</td>
</tr>
<tr>
<td>Half Yearly Report 07-08</td>
<td>n/a</td>
<td>By 28 Feb 08</td>
<td>19 June 2008</td>
</tr>
</tbody>
</table>

1. **Compliance with Agreement Requirements (Advance Cairns)**

**Result Measure:** Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes.

**Result Target:** Business Plan to Council within two months of adoption by AC Board; Half Yearly report to Council by 28 Feb.; Annual Report to Council within two months of adoption by AC Board.

**Reporting Frequency:** Progress noted monthly.

**Performance Assessment:**

<table>
<thead>
<tr>
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<th>Date Submitted to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Plan 07-08</td>
<td>Oct 07</td>
<td>By end Dec 07</td>
<td>31 Oct 07</td>
</tr>
<tr>
<td>Annual Report 06-07</td>
<td>Oct 07</td>
<td>By mid Jan 08</td>
<td>10 Dec 07</td>
</tr>
<tr>
<td>Half Yearly Report 07-08</td>
<td>n/a</td>
<td>By 28 Feb 08</td>
<td>19 June 2008</td>
</tr>
</tbody>
</table>

- **Prospective Actions:** No follow up action required.

2. **Compliance with Agreement Requirements (TTNQ)**

**Result Measure:** Annual Business Plans and half yearly and annual performance reports are to be submitted to Council in accord with set timeframes.

**Result Target:** Business Plan to Council within two months of adoption by TTNQ Board; Half yearly Report to Council by 28 Feb; Annual Report to Council within two months of adoption by TTNQ Board.

**Reporting Frequency:** Progress noted monthly.

**Performance Assessment:**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Adopted by Board</th>
<th>Due with Council</th>
<th>Date Submitted to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Plan 07-08</td>
<td>Feb 2007</td>
<td>By end Apr 07</td>
<td>Oct 07 ✓</td>
</tr>
<tr>
<td>Annual Report 06-07</td>
<td>Oct 2007</td>
<td>By end Dec 07</td>
<td>Nov 07 ✓</td>
</tr>
<tr>
<td>Half Yearly Report 07-08</td>
<td>n/a</td>
<td>By 28 Feb 08</td>
<td>19 June 2008</td>
</tr>
</tbody>
</table>

- **Prospective Actions:** No follow up action required.
3. Compliance with Agreement Requirements (PDDT)

**Result Measure:** Annual Report and quarterly and annual performance reports are to be submitted to Council in accordance with set timeframes.

**Result Target:** Three Year Business Plan within one month of the date of the agreement, annual marketing plan and annual budget to Council no later than 31 July of each year of the Term; Annual Report to Council within two months of adoption by PDDT Board; Quarterly Reports to Council.

**Reporting Frequency:** Progress noted monthly.

**Performance Assessment:**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Adopted by Board</th>
<th>Due with Council</th>
<th>Date Submitted to Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Plan 06-09</td>
<td>-</td>
<td>-</td>
<td>DSC</td>
</tr>
<tr>
<td>Annual Marketing Plan 08-09</td>
<td>-</td>
<td>31 Jul 08</td>
<td></td>
</tr>
<tr>
<td>Annual Budget 08-09</td>
<td>-</td>
<td>31 Jul 08</td>
<td></td>
</tr>
<tr>
<td>3rd Quarter Report 07-08</td>
<td></td>
<td>Post 31 Mar 08</td>
<td>19 Jun 08</td>
</tr>
<tr>
<td>Annual Report 07-08</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operating Budget Assessment – Economic Development**

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
| Expenditure | 65,200        | 163,022                | 100,522 | 62%     | • FAVOURABLE
  • Reasons: Expected Contributions to TTNQ and Advance Cairns have not been paid out yet.
  • Implications/Actions: Expect to make payments shortly - the variance should be absorbed in the forthcoming months. |
### BRANCH: CAIRNS LIBRARIES

**Mission**
To build and enrich community capacity through professional knowledge and information management, the provision of access to global information and resources in all formats for the Region, in a manner that promotes and supports quality lifestyle, leisure choices, cultural opportunities and lifelong learning.

**Officer Responsible:**
Manager Cairns Libraries

### ACTIVITY: Management and Administration

**Mission**
To lead, inspire and support the Library team in achieving the Cairns Libraries Mission aligned to the Corporate Plan and Business Excellence principles.

**Officer Responsible**
Manager Cairns Libraries

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Customer Service excellence</td>
<td>Excellence in customer service across the Branch through effective team leadership, established standards, well informed and well trained staff</td>
</tr>
<tr>
<td>2. Branch Monthly Report</td>
<td>Report detailing the performance of the Branch against the Operational Plan and results measures</td>
</tr>
<tr>
<td>3. Annual book grant management and acquittal</td>
<td>The State Library of Queensland (SLQ) provides an annual book grant to Council for the purchase of Library stock. The grant is aligned to population projections for the region and a Service Level Agreement with Council</td>
</tr>
<tr>
<td>4. Library Collection (stock) Development Policy</td>
<td>A current policy which outlines to stakeholders the goals and guidelines for the development of Cairns Libraries asset collection to all stakeholders</td>
</tr>
<tr>
<td>5. Branch and Libraries Management Team performance</td>
<td>Review work performance and development of each unit and team leader and provide support and guidance to improve output and make recommendations on branch structure and changes where required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Manage the new Manunda Library fitout and launch the new Library</td>
<td>Corporate Plan 6.6.7 Self Assessment 1.2, 3.1, 12.3, 12.4</td>
<td>Mar 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>2. Complete the design, planning and Tender phase of the Stratford Library Project</td>
<td>Corporate Plan 6.6.7 Self Assessment 1.2, 3.1, 12.3, 12.4</td>
<td>Feb 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>3. Begin the demolition and construction phase of the Stratford Library Project</td>
<td>Corporate Plan 6.6.7 Self Assessment 1.2, 3.1, 12.3, 12.4</td>
<td>Jun 2008</td>
<td>0%</td>
<td>X</td>
</tr>
<tr>
<td>4. Facilitate the fitout stages of the Smithfield library upgrade in line with the Northern Beaches service delivery strategy</td>
<td>Corporate Plan 6.6.7 Self Assessment 1.2, 3.1, 12.3, 12.4</td>
<td>Jan 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>
5. Establish and manage a mini Library at Smithfield to provide limited Library services during the Smithfield alterations

| Corporate Plan | Plan 6.6.7 | Self Assessment 1.2, 3.1, 12.3, 12.4 | Jan 2008 | 100% | ✓ |

6. Within established parameters, offer unlimited borrowing privileges to all customers between November 2007 and January 2008 due to the temporary closure of the Manunda and Smithfield Libraries

| Corporate Plan | Plan 6.6.7 | Self Assessment 1.2, 3.1, 12.3, 12.4 | Jan 2008 | 100% | ✓ |

*Variance Report for Initiatives not on target:
Initiative 3: The construction phase of the Stratford Library has been rescheduled for July.

*Prospective Actions for Initiatives not on target:
Initiative 3: Submit Council Report to the July SACC S Committee regarding the recommended Tenderer.

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- **Result Measure**: Customer feedback regarding service  
  - **Result Target**: Monitor Performance  
  - **Reporting Frequency**: Monthly  
  - **Performance Assessment**: On Target  

  **Performance Rating**: ✓

  **Variance Report**
  100% of customer feedback positive, again featuring the new Manunda Library and general high standard of Library services.

  **Prospective Actions**
  All customers who provide contact details receive acknowledgement and thanks for their feedback.

- **Result Measure**: State Library Service Level Agreement  
  - **Result Target**: 100% compliance  
  - **Reporting Frequency**: Annually to SLQ  
  - **Performance Assessment**: On target

  **Performance Rating**: ✓

  **Variance Report**
  Nil

  **Prospective Actions**
  Nil.
Operating Budget Assessment – Management and Administration:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>n/m</td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>292,070</td>
<td>381,695</td>
<td>86,625</td>
<td>23</td>
<td>• FAVOURABLE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Reasons: The June variance is a direct result of salary savings created by one team leader vacancy and allocation of casual team budget.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Implications / Actions: The vacancy was readvertised in May and will be filled in July. No end of year impact.</td>
</tr>
</tbody>
</table>

ACTIVITY: Cairns Sister Cities

Mission
To build and enrich community capacity through professional knowledge and information management, the provision of access to global information and resources in all formats for the Region, in a manner that promotes and supports quality lifestyle, leisure choices, cultural opportunities and lifelong learning.

Officer Responsible
Manager Cairns Libraries

Output Title: Sister Cities information and displays in Libraries and other designated display areas
Output Description: Collection and display of relevant material, information and gifts from Cairns’ seven Sister Cities including touch screen technology at the City Library

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete inventory on all Sister City material held in Libraries and the Council Administration building.</td>
<td>Corporate Plan 7.1.6 Self Assessment 3.1, 3.2, 4.1, 11.3, 12.1</td>
<td>Jan 2008</td>
<td>100%</td>
<td>Yes ✓</td>
</tr>
<tr>
<td>2. Investigate a manageable system to record/catalogue and store existing and future gifts from Sister Cities.</td>
<td>Corporate Plan 7.1.6 Self Assessment 3.1, 3.2, 4.1, 11.3, 12.1</td>
<td>Aug 2007</td>
<td>100%</td>
<td>Yes ✓</td>
</tr>
<tr>
<td>3. Assess the collection of existing Sister City items and recommend a feasible policy to Council for recording/cataloguing, storing and disposing of existing items and the treatment of future Sister City gifts to Council.</td>
<td>Corporate Plan 7.1.6 Self Assessment 3.1, 3.2, 4.1, 11.3, 12.1</td>
<td>Mar 2008</td>
<td>75%</td>
<td>No ✗</td>
</tr>
</tbody>
</table>
### Considerable progress was made on Sister Cities Initiatives during June.

**Prospective Actions for Initiatives not on target:** All outstanding initiatives have been reviewed and a new timeframe implemented for staged completion and launch 2008/09.

### Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th></th>
<th>Performance Rating</th>
<th>Variance Report</th>
<th>Prospective Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Result Measure:</strong> Customer feedback and touch screen system reports</td>
<td>✓</td>
<td>Nil</td>
<td>Continue to update content and improve exposure and touch screen content.</td>
</tr>
<tr>
<td><strong>Result Target:</strong> Monitor Performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reporting Frequency:</strong> Monthly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Performance Assessment:</strong> On Target</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Examples of Initiatives

<table>
<thead>
<tr>
<th></th>
<th>Corporate Plan 7.1.6</th>
<th>Self Assessment 3.1, 3.2, 4.1, 11.3, 12.1</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Implement an adopted Council Sister City policy including the establishment of selected displays at designated sites and the management, security and maintenance plan for Sister City Library displays.</td>
<td>Apr 2008</td>
<td>40%</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5. Develop interactive touch screen technology to provide and promote all Sister City information and partnership benefits to community.</td>
<td>Dec 2007</td>
<td>100%</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>6. Develop and implement a sustainable marketing plan to inform and promote the partnerships to the Cairns region.</td>
<td>Dec 2007</td>
<td>45%</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
**ACTIVITY:** Libraries Network Northern

**Mission**
To build and enrich community capacity through professional knowledge and information management, the provision of access to global information and resources in all formats for the Region, in a manner that promotes and supports quality lifestyle, leisure choices, cultural opportunities and lifelong learning.

**Officer Responsible**
Library Network Northern Team Leader

<table>
<thead>
<tr>
<th>Output Title:</th>
<th>Output Description:</th>
</tr>
</thead>
</table>
| 1. Four Library Branches and one mobile Library providing Library services and facilities across the Region and a Museum distribution centre. | City: 10.00-18.00 daily 10.00-15.00 Sat & Sun  
Mossman: 10.00-17.00 Mon-Wed 10.00-18.00 Thurs 10.00-16.30 Fri 09.00-12.00 Sat  
Smithfield: 10.00-18.00 daily 09.00-12.00 Sat  
Stratford: 10.00-18.00 daily 09.00-12.00 Sat  
Stratford Library closes for lunch daily 12.30-13.30 |


| 2. Library Collections | Library collections to meet expanding needs through effective use of the Library Collection development policy, value added services and increased revenue. |

| 3. Global information access | State of the art technology, policies and systems required to give the community global access to information in all formats. |

| 4. Income Streams | Value added front line operational services and facilities generate income to improve customer service. |

| 5. Children's services | Services to maximise children's long-term use of libraries by further developing the library collection, children's activities, homework and study assistance programs and by professionally and actively marketing innovative and creative children's services. |

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess internal and external CCTV requirements across all branches of the Cairns Libraries Network and upgrade as recommended to ensure the security of the collection and staff.</td>
<td>Corporate Plan 6.6.7 Self Assessment 3.1, 6.1, 7.1, Risk Management CD/026/CL, CD/028/CL</td>
<td>Jun 2008</td>
<td>60%</td>
<td>X</td>
</tr>
</tbody>
</table>

| 2. Redevelop the City Library Reference Room, accommodating the expanded Family History Collection and associated resources. | Corporate Plan 6.6.7 Self Assessment 3.1, 6.2, 7.1, 9.2 | Jun 2008 | 100% | ✓ |
3. Establish the future plans associated with the Continuous Improvement Project/Library Overdue Items. Submit report to Council for approval to implement the findings into Libraries’ operation.

4. Implement upgraded Library Services at Stratford Library.

5. Undertake a conservation plan for the Heritage Listed City Library Branch and gardens.

6. Install an electronic Internet booking and equipment management system in City and Smithfield Libraries.

* Variance Report for Initiatives not on target:
  - Initiative 1: Upgrading internal and external CCTV will continue into the next financial year and is on target for the current financial year.
  - Initiative 6 has been delayed due to amalgamation implementation priorities.

* Prospective Actions for Initiatives not on target:
  - Initiative 1: Upgrading of security will continue throughout 2008/09.
  - Initiative 6: Libraries and IS are now progressing the implementation of this project.

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- **Result Measure:** Actual versus scheduled hours of Operation
- **Result Target:** No unplanned temporary Branch closures during the year
- **Reporting Frequency:** Monthly
- **Performance Assessment:** On target
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Monthly visitors Libraries Network Northern 2007/08**

- **Performance Rating:** ✓
- **Variance Report**
  59,813 customers visited Libraries in the Northern Network during June, compared to 61,904 in May.
- **Prospective Actions**
  Continue to monitor results.

**Performance Rating:** ✓

**Variance Report**
Northern Library customers booked and used 1919 internet hours and 241 word processing/CDROM hours during June.

**Prospective Actions**
Continue to Monitor results.
Significant Libraries Network Northern activities June 2008:

- 198 children and parents attended regular and special storytimes during the month of June at the four northern branches.
- 29 children and parents attended regular Baby Rhyme Time sessions at Mossman Library.
- A Catholic Diocese meeting was held in the City Library on June 4 with approx 15 attendees from local Catholic schools. Library staff promoted library services and were available for further discussion and questions.
- 30 participants, some travelling from Cape York communities, attended State Library's Early Literacy training at City Library. The Australian Library Technician of the Year was guest speaker with 18 technicians, library students and librarians attending this function.

Operating Budget Assessment – Libraries Network Northern:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (Where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>28,994</td>
<td>0</td>
<td>28,994</td>
<td></td>
<td><strong>FAVOURABLE</strong>&lt;br&gt;Reasons: The Budget mapping process resulting from amalgamation and restructure of the Libraries Network into 2 units has resulted in revenue apportionment remaining out of alignment.&lt;br&gt;Implications/Actions: The mapping process separating Libraries Network Northern and Southern is progressing and will be adjusted for the 08/09 budget year. No end of year impact.</td>
</tr>
<tr>
<td>Expenditure</td>
<td>322,001</td>
<td>333,665</td>
<td>11,664</td>
<td>3</td>
<td><strong>FAVOURABLE</strong>&lt;br&gt;Reasons: For the reasons outlined above, Materials &amp; Services expenditure between Libraries Network Northern and Southern needs realignment.&lt;br&gt;Implications/Actions: This will be corrected for the 08/09 budget and will have no end of year impact.</td>
</tr>
</tbody>
</table>
ACTIVITY: Libraries Network Southern

Mission: To build and enrich community capacity through professional knowledge and information management, the provision of access to global information and resources in all formats for the Region, in a manner that promotes and supports quality lifestyle, leisure choices, cultural opportunities and lifelong learning.

Officer Responsible: Libraries Network Southern Team Leader

1. Five library branches across the Region providing Library services and facilities.
   - **Babinda**: 09.00-17.00 daily
     09.00-12.00 Sat
   - **Earville**: 10.00-17.30 daily
     09.00-17.00 Sat
   - **Edmonton**: 10.00-18.00 daily
     09.00-12.00 Sat
   - **Gordonvale**: 10.00-18.00 daily
     09.00-12.00 Sat
   - **Manunda**: 10.00-18.00 daily
     09.00-12.00 Sat
   Babinda and Edmonton Libraries close for lunch daily 12.30-13.30


2. Library Collections
   Library collections to meet expanding needs through effective use of the Library Collection development policy, value added services and increased revenue

3. Global information access
   State of the art technology, policies and systems required to give the community global access to information in all formats

4. Income Streams
   Value added front line operational services and facilities generate income to improve customer service

5. Children’s services
   Services to maximise children’s long-term use of libraries by further developing the library collection, children’s activities, homework and study assistance programs and by professionally and actively marketing innovative and creative children’s services.

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Upgrade internal and external CCTV as recommended for Libraries Network South to ensure the security of the collection and staff.</td>
<td>Self Assessment 3.1, 7.1, 7.2 Risk Management CD/026/CL, CD/028/CL</td>
<td>Jun 2009</td>
<td>60%</td>
<td>Yes ✓</td>
</tr>
<tr>
<td>2. Extend the operating hours of the Earlville Branch to include Saturday afternoon trading and market accordingly.</td>
<td>Corporate Plan 6.6.7 Self Assessment 3.1</td>
<td>Aug 2007</td>
<td>100%</td>
<td>Yes ✓</td>
</tr>
<tr>
<td>3. Separate the Earlville Library workroom from the existing combined staff lunch/workroom area, by fitting out the unused meeting room to accommodate workroom operations.</td>
<td>Corporate Plan 6.6.7 Self Assessment 2.2, 3.1, 7.1, 9.2</td>
<td>Dec 2007</td>
<td>100%</td>
<td>Yes ✓</td>
</tr>
</tbody>
</table>
4. Establish the future plans associated with the Continuous Improvement Project/Library Overdue Items. Submit report to Council for approval to implement the findings into Libraries’ operation.

<table>
<thead>
<tr>
<th>Corporate Plan</th>
<th>Self Assessment</th>
<th>Date</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6.7</td>
<td>2.2, 3.1, 4.1, 4.2, 6.1, 6.2, 7.1, 9.1, 9.2, 9.4, 12.1</td>
<td>Aug 2007</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>

5. Implement upgraded Library Services at Manunda Library.

<table>
<thead>
<tr>
<th>Corporate Plan</th>
<th>Self Assessment</th>
<th>Date</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6.7</td>
<td>2.1, 3.1, 7.1, 9.2</td>
<td>Feb 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>

6. Install an electronic Internet booking and equipment management system in the Manunda Library.

<table>
<thead>
<tr>
<th>Corporate Plan</th>
<th>Self Assessment</th>
<th>Date</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6.7</td>
<td>3.1, 6.2, 7.1, 9.2</td>
<td>Jun 2008</td>
<td>30%</td>
<td>X</td>
</tr>
</tbody>
</table>

*Variance Report for Initiatives not on target:*
Initiative 1: Upgrading internal and external CCTV will continue into the next financial year and is on target for the current financial year.
Installing Initiative 6: An electronic Internet booking system at Manunda Library has been postponed due to amalgamation priorities for Information Services.

**Prospective Actions for Initiatives not on target:**
Initiative 1: Upgrading of security will continue throughout 2008/09
Initiative 6: Libraries and IS are now progressing the implementation of this project

**Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)**

- **Result Measure:** Actual versus scheduled hours of Operation
- **Result Target:** No unplanned temporary Branch closures during the year
- **Reporting Frequency:** Monthly
- **Performance Assessment:** On target

<table>
<thead>
<tr>
<th>Performance Rating:</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variance Report</td>
<td>Nil</td>
</tr>
<tr>
<td>Prospective Actions</td>
<td>Continue to Monitor results</td>
</tr>
</tbody>
</table>
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, ✗ = Unsatisfactory)

Performance Rating: ✓

Variance Report
44,031 customers visited Libraries in the Southern Network during June, compared to 50,765 in May. Earlville Library visitor numbers are lower this month due to customers returning to the newly opened Manunda Library and are consistent with the drop in visitors to Stockland as a result of the reconfiguration of the Centre.

Prospective Actions
Continue to Monitor results

---

**Result Measure:** Web and Online technology usage  
**Result Target:** 5% increase in Web and public PC accessibility  
**Reporting Frequency:** Monthly  
**Performance Assessment:** On target

libraries Network Southern Public Internet, CD Rom & Word processing hours booked

Performance Rating: ✓

Variance Report
Library customers in the Southern Network booked and used 1741 internet hours and 128 word processing/CDROM hours during June.

Prospective Actions
Continue to Monitor results
Significant Libraries Network Southern activities June 2008:

- 142 children and parents attended regular and special storytimes in the 5 southern branches of Cairns Libraries during the month of June.
- 36 children and parents attended a regular Baby Rhyme Time session in Manunda Library during June.

Prospective Actions
Nil.

---

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (Where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>28,873</td>
<td>35,507</td>
<td>(11,634)</td>
<td>(33)</td>
<td><strong>UNFAVOURABLE</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Reasons:</strong> The Budget mapping process resulting from amalgamation and restructure of the Libraries Network into 2 units has resulted in revenue apportionment being out of alignment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Implications / Actions:</strong> The mapping process separating Libraries Network Northern and Southern is progressing and will be adjusted for the 08/09 budget year. No end of year impact.</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td>503,583</td>
<td>448,568</td>
<td>(55,014)</td>
<td>(12)</td>
<td><strong>UNFAVOURABLE</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Reasons:</strong> For the reasons outlined above, Materials &amp; Services expenditure between Libraries Network Northern and Southern needs realignment.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Implications / Actions:</strong> This will be corrected for the 08/09 budget. And will have no end of year impact</td>
</tr>
</tbody>
</table>

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- 745 new members joined libraries in June. Membership totals 98,780.
- Continue to monitor results
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Performance Rating: ✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variance Report</td>
</tr>
<tr>
<td>Of the 745 new members for June, 160 were in the Junior category against a monthly target of 145. The number of junior members stands at 17,413.</td>
</tr>
<tr>
<td>Prospective Actions</td>
</tr>
<tr>
<td>Continue to Monitor results.</td>
</tr>
</tbody>
</table>

**TOTAL Libraries Junior Membership 2007/08**

**NB:** The accrued junior membership does not reflect the number of new junior members joined each month as existing members in the junior category are continuously switched to adult status on their 18th birthday.
### June - TOTAL LOANS Issues Per Capita

#### Three Month/Three Year Comparison

<table>
<thead>
<tr>
<th>Branch</th>
<th>Apr 2008</th>
<th>May 2008</th>
<th>1 month change</th>
<th>June 2008</th>
<th>1 month change</th>
<th>2 month change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babinda Branch</td>
<td>1493</td>
<td>1556</td>
<td>4.2%</td>
<td>1504</td>
<td>-3.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>City Branch</td>
<td>26624</td>
<td>25700</td>
<td>-3.5%</td>
<td>25181</td>
<td>-2.0%</td>
<td>-5.4%</td>
</tr>
<tr>
<td>Earlville Branch</td>
<td>17651</td>
<td>18010</td>
<td>2.0%</td>
<td>16308</td>
<td>-9.5%</td>
<td>-7.6%</td>
</tr>
<tr>
<td>Edmonton Branch</td>
<td>4318</td>
<td>4514</td>
<td>4.5%</td>
<td>4197</td>
<td>-7.0%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Gordonvale Branch</td>
<td>4664</td>
<td>4742</td>
<td>1.7%</td>
<td>4663</td>
<td>-1.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Manunda Branch</td>
<td>10434</td>
<td>11125</td>
<td>6.6%</td>
<td>11205</td>
<td>0.7%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Mobile Library</td>
<td>404</td>
<td>630</td>
<td>55.9%</td>
<td>654</td>
<td>3.8%</td>
<td>61.9%</td>
</tr>
<tr>
<td>Mossman Branch</td>
<td>7433</td>
<td>7220</td>
<td>-2.9%</td>
<td>6605</td>
<td>-8.5%</td>
<td>-11.1%</td>
</tr>
<tr>
<td>Smithfield Branch</td>
<td>17027</td>
<td>17327</td>
<td>1.8%</td>
<td>17125</td>
<td>-1.2%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Stratford Branch</td>
<td>5221</td>
<td>4974</td>
<td>-4.7%</td>
<td>4066</td>
<td>-18.3%</td>
<td>-22.1%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>95269</td>
<td>95798</td>
<td>0.6%</td>
<td>91508</td>
<td>-4.5%</td>
<td>-3.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Branch</th>
<th>Apr 2008</th>
<th>May 2008</th>
<th>1 month change</th>
<th>June 2008</th>
<th>1 month change</th>
<th>2 month change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homebound</td>
<td>1037</td>
<td>661</td>
<td>-36.3%</td>
<td>700</td>
<td>5.9%</td>
<td>-32.5%</td>
</tr>
</tbody>
</table>

#### Three Year Comparison

<table>
<thead>
<tr>
<th>Branch</th>
<th>June 2006</th>
<th>June 2007</th>
<th>1 year change</th>
<th>June 2008</th>
<th>1 year change</th>
<th>2 year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babinda Branch</td>
<td>1698</td>
<td>1474</td>
<td>-13.2%</td>
<td>1504</td>
<td>2.0%</td>
<td>-11.4%</td>
</tr>
<tr>
<td>City Branch</td>
<td>23931</td>
<td>27653</td>
<td>15.6%</td>
<td>25181</td>
<td>-8.9%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Earlville Branch</td>
<td>16168</td>
<td>18565</td>
<td>14.8%</td>
<td>16308</td>
<td>-12.2%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Edmonton Branch</td>
<td>3966</td>
<td>4123</td>
<td>4.0%</td>
<td>4197</td>
<td>1.8%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Gordonvale Branch</td>
<td>4972</td>
<td>4700</td>
<td>-5.5%</td>
<td>4663</td>
<td>-0.8%</td>
<td>-6.2%</td>
</tr>
<tr>
<td>Manunda Branch</td>
<td>7845</td>
<td>503</td>
<td>-93.6%</td>
<td>11205</td>
<td>2127.6%</td>
<td>42.8%</td>
</tr>
<tr>
<td>Mobile Library</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>654</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Mossman Branch</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>6605</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Smithfield Branch</td>
<td>16182</td>
<td>17050</td>
<td>5.4%</td>
<td>17125</td>
<td>0.4%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Stratford Branch</td>
<td>3843</td>
<td>4692</td>
<td>22.1%</td>
<td>4066</td>
<td>-13.3%</td>
<td>5.8%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>78605</td>
<td>78760</td>
<td>0.2%</td>
<td>91508</td>
<td>16.2%</td>
<td>16.4%</td>
</tr>
</tbody>
</table>

#### Homebound

<table>
<thead>
<tr>
<th>Month</th>
<th>June 2006</th>
<th>June 2007</th>
<th>1 year change</th>
<th>June 2008</th>
<th>1 year change</th>
<th>2 year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homebound</td>
<td>687</td>
<td>1063</td>
<td>54.7%</td>
<td>700</td>
<td>-34.1%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

### Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Items Issued</th>
<th>Population (est)</th>
<th>Issues per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>April, 2008</td>
<td>95269</td>
<td>152785</td>
<td>7.48</td>
</tr>
<tr>
<td>May, 2008</td>
<td>95798</td>
<td>153025</td>
<td>7.51</td>
</tr>
<tr>
<td>June, 2008</td>
<td>91508</td>
<td>153265</td>
<td>7.16</td>
</tr>
</tbody>
</table>
## ACTIVITY: Library Support Services

### Mission
To build and enrich community capacity through professional knowledge and information management, the provision of access to global information and resources in all formats for the Region, in a manner that promotes and supports quality lifestyle, leisure choices, cultural opportunities and lifelong learning.

### Officer Responsible:
Support Services Team Leader

### Output Title: Output Description:

<table>
<thead>
<tr>
<th>1. Technical Services</th>
<th>Procurement and processing of Collections in line with latest national and global standards and Cairns Libraries Collection Development Policy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Reference Services</td>
<td>Best practice in resourcing and responding to customer reference queries.</td>
</tr>
<tr>
<td>3. Inter Library Loan (ILL) function</td>
<td>Active participation in the Australian inter-library lending system. Items sourced and delivered to the customer within established time frame.</td>
</tr>
<tr>
<td>4. Cairns Libraries Marketing</td>
<td>Proactive marketing of Cairns Libraries services and facilities to the community creating awareness of current and new services.</td>
</tr>
<tr>
<td>5. Systems Support Services</td>
<td>Libraries electronic technology support and upgrades and Libraries web presence, maintained to world class library standards.</td>
</tr>
<tr>
<td>6. Homebound Services</td>
<td>Sustainable services to homebound members of the community through improved library services, volunteer networks and the established three-tiered service.</td>
</tr>
<tr>
<td>7. Cairns Libraries Register of Fees and Charges</td>
<td>Library Fees and Charges Register includes charges for libraries operations and value added services.</td>
</tr>
<tr>
<td>8. Special Services for specific users</td>
<td>Successful and sustainable Literary, Art and Cultural programs and events, and partnerships which formulate, resource and progress Lifestyle programs in all libraries.</td>
</tr>
<tr>
<td>9. Annual Booksale</td>
<td>The public sale of library Stock no longer in use at least once per year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and document identified business processes and improve business efficiencies where required.</td>
<td>Corporate Plan 6.6.7 Self Assessment 3.1, 4.1</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>2. Participate in the ‘Big Book Club’ program to bring Australian Authors to Cairns in partnership with the State Library of Queensland.</td>
<td>Corporate Plan 6.6.1, 6.6.7 Self Assessment 10.3, 11.1</td>
<td>Dec 2007</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>3. World Link Cairns - Expand the literary and cultural experience for Cairns residents by presenting a series of four of author programs of workshops and events in partnership with the State Library of Queensland Strategic Development grant of $22,000.</td>
<td>Corporate Plan 6.6.1, 6.6.7 Self Assessment 10.3, 11.1</td>
<td>Dec 2007</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>4. Work in partnership with State Library of Queensland to include Cairns historical photos in this year’s Picture Queensland Project to enhance the appreciation of the region’s pictorial heritage.</td>
<td>Corporate Plan 6.6.7, 1.4.1 Self Assessment 10.3, 11.1</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>
5. Explore full functionality of Libero including ILL to improve customer services and business efficiencies.  
   Corporate Plan 6.6.7, 8.4.3  
   Self assessment 7.1, 9.2, 9.4  
   Jun 2008 100% ✓

6. Roll out Public PC management system to City, Manunda and Smithfield Libraries.  
   Corporate Plan 6.6.7, 8.4.3  
   Self Assessment 1.2, 2.1, 3.2, 1.3.1  
   Jun 2008 40% X

7. Expand 3 tier homebound services to include satellite libraries in aged care facilities at Coral Sea Gardens and Bethlehem Aged Care within budget constraints and volunteer resources.  
   Corporate Plan 6.6.7, 1.3.1  
   Self Assessment 1.2, 2.1, 3.1, 6.1  
   Mar 2008 100% ✓

8. Increase the number of homebound clients being serviced by the Friends of Cairns Libraries. To facilitate this larger service Cairns Libraries will continue to conduct a membership drive to increase the membership of Friends of Cairns Libraries.  
   Corporate Plan 6.6.7, 1.3.1, 8.2.1  
   Self Assessment 1.2, 2.1, 3.1, 6.1  
   Jun 2008 100% ✓

9. Maximise Children’s and Youth Library spaces and web services through networking and consultation with service providers, educators and the community. Programs include hosting author visits to schools, providing demonstration and information sessions, and touring Dewey the Cairns Libraries’ mascot.  
   Corporate Plan 6.6.7, 8.2.1  
   Self Assessment 1.2, 3.1, 3.2, 6.1, 7.1, 11.1  
   Jun 2008 100% ✓

10. In partnership with the National Science and Technology Centre, host the Questacon “Earth Quest – Outer Space to Inner Earth” exhibit from July 16th until September 28th in the City Library.  
   Corporate Plan 6.6.7  
   Self Assessment 1.2, 3.1, 3.2, 6.1, 7.1, 11.1  
   Oct 2007 100% ✓

- **Variance Report for Initiatives not on target:**
  - Initiative 6. Resources are now available to continue with this initiative Libraries and Information Services are finalising the Project plan and implementation.
  - **Prospective Actions for Initiatives not on target:**
  - Initiative 6. The roll out of the Public PC management system will commence by June and will continue into the new financial year.

**Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)**

- **Result Measure:** Compliance with Library of Congress Standards  
  - **Performance Rating:** ✓
- **Result Target:** 100% compliance
- **Reporting Frequency:** Monthly
- **Performance Assessment:** On target

---

**Variance Report**

- Nil.

**Prospective Actions**
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Cairns Libraries Web Catalogue searches

<table>
<thead>
<tr>
<th>Performance Rating: ✓</th>
</tr>
</thead>
</table>

Variance Report
Customers conducted 37,893 Web catalogue searches during the month of June to identify items in the library collection.

Prospective Actions
Continue to monitor results.

- **Result Measure**: Number of Reference queries satisfied
- **Result Target**: 100% of queries addressed within Customer Service Standards timeframe
- **Reporting Frequency**: Monthly
- **Performance Assessment**: On target

**Reference Queries Satisfied**

Prospective Actions
1,722 specific reference questions were submitted during June and customer service standards were applied to satisfy customer's needs.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Performance Rating:** ✓

**Variance Report**
The Online “Yourtutor” homework help programme assisted 93 students in May and student feedback is excellent.

**Prospective Actions**
Continual promotion of the program will be included in all library newsletters.

- **Result Measure:** Number of Inter Library Loans
- **Result Target:** Monitor
- **Reporting Frequency:** Monthly
- **Performance Assessment:** In line with customer service standards

**Inter Library Loans 2007/08**

- Other library requests
- Requests fulfilled for other libraries
- Cairns requests
- Requests fulfilled for Cairns

**Performance Rating:** ✓

**Variance Report**
In the month of June, 200 requests were received from 67 other library services and 219 Interlibrary loans were successfully distributed in line with customer service standards. Cairns requested 168 items from other libraries and received 136.

**Prospective Actions**
Continue to monitor results.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Homebound Membership 2007/08**

- **Performance Rating:** ?
- **Variance Report**
  Libraries currently deliver Homebound services to 135 members. The decline in membership this month is due to members leaving the service and natural member loss of this age group.
- **Prospective Actions**
  Continue to expand sustainable homebound services within budget constraints.

**Total Homebound Members**

<table>
<thead>
<tr>
<th>Month</th>
<th>50</th>
<th>70</th>
<th>90</th>
<th>110</th>
<th>130</th>
<th>150</th>
<th>170</th>
<th>190</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Membership ✓**
- **Target (10%) increase**
- **Linear (Target (10%) increase**

---

*S*Significant Support Services activities June 2008:

- Cairns Libraries partnered with the Civic Theatre to run the ‘Milli, Jack and the Dancing Cat’ competition in all library branches from 26 May until 6 June. 516 children registered for the competition with over 100 registrations each from both the Earlville and City Library branches. The prizes were all donated by the Civic Theatre and included 5 family passes to the Milli show and 50 picture books.
- Queensland State Library Book Grant for 07/08 has been acquitted. The total amount of $572,196 has been spent on library stock.
- Community Heritage Grant submission has been completed and submitted for the completion of the housing of the Babinda Jago collection.
- Library staff newsletter *Days of our Libraries* published in early June.
- Author Phillip Gwynne’s visit in October has been extremely popular with school groups. Two and a half days are now fully booked with school groups alone.
- Preparation underway to prepare Village Life Aged Care Facility Library at Smithfield. The new satellite library will be operational in July.
- Friends of Cairns Libraries gathered on June 20 to prepare craft for storytimes in July. Two kits were prepared and scheduled for each branch storytime.
- Publicity has commenced for the upcoming Shakespeare in the Library promotion and Library Book sale, both to be held in August.
- Schools have commenced booking for the free Shakespeare workshops, *Will to Shake* which will be held in late August as part of Festival Cairns.
- July School holiday activities have been advertised in Topic in the Tropics, Cairns Kids Magazine, Holiday Hype, Pak Mag and The Kids Fishing Hole News. Most workshops were fully booked by the end of June.
- Preparation for the Seniors Week programs to be held in Mossman and Manunda Libraries in early August is completed. The programs will focus on Safety for the elderly, online databases available via the Cairns Libraries Website, Friends of the Library and Homebound Services, aids for patrons with visual disabilities (at Manunda) and the roll out of the Recharge facilities (Mossman).
- The Libraries team are involved in the planning of the Cairns Regional Council’s presence at the Cairns and Mossman Shows in July.
Operating Budget Assessment - Library Support Services:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>687</td>
<td>307</td>
<td>380</td>
<td>124</td>
<td><strong>FAVOURABLE/</strong> Reasons: Variance is related to revenue generated from Inter Library loans. <strong>Implications / Actions:</strong> Continue to monitor.</td>
</tr>
<tr>
<td>Expenditure</td>
<td>313,076</td>
<td>300,116</td>
<td>(12,960)</td>
<td>4</td>
<td><strong>UNFAVOURABLE/</strong> Reasons: Variance is related to the purchase of materials to undertake the Mossman stock consolidation project, and the courier service that transfers stock between Mossman and Smithfield due to amalgamation. <strong>Implications / Actions:</strong> Continue to monitor.</td>
</tr>
</tbody>
</table>

**ACTIVITY:** Library Grants, Funding & Subsidies

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Source external funding to maximise value added operational services and initiatives</td>
<td>Self Assessment 3.1, 4.1</td>
<td>Jun 2008</td>
<td>100%</td>
<td>Yes ✓ No X</td>
</tr>
</tbody>
</table>

Operating Budget Assessment – Funding, Grants and subsidies:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>450,574</td>
<td>124,340</td>
<td>326,234</td>
<td>262</td>
<td><strong>FAVOURABLE/</strong> Reasons: Variance is related to the receipt of the State Library Subsidy for Manunda Library and the final SLQ Book Grant instalment for 07/08. <strong>Implications / Actions:</strong> Continue to monitor.</td>
</tr>
<tr>
<td>Expenditure</td>
<td>161,190</td>
<td>175,763</td>
<td>14,573</td>
<td>8</td>
<td><strong>FAVOURABLE/</strong> Reasons: Variance is related to budget allocation for the month of June. <strong>Implications / Actions:</strong> Continue to monitor.</td>
</tr>
</tbody>
</table>
BRANCH: CULTURAL SERVICES AND FACILITIES

Mission
To provide accessible and quality cultural, community and recreational facilities and services across all communities of the local government area.

Officer Responsible
Manager Cultural Services and Facilities

ACTIVITY: INNER CITY FACILITIES

Mission
Provide aesthetically pleasing, safe and clean inner city area facilities to the community and visitors.

Officer Responsible
Manager Inner City Facilities

SUB ACTIVITY: INNER CITY INFRASTRUCTURE OPERATIONS

Mission
Provide aesthetically pleasing, safe and clean inner city area facilities to the community and visitors.

Officer Responsible
Manager Inner City Facilities

Output Title:

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inner City Infrastructure/Facilities</td>
<td>Provision, maintenance and operation of:</td>
</tr>
<tr>
<td></td>
<td>• City Place,</td>
</tr>
<tr>
<td></td>
<td>• Parklands,</td>
</tr>
<tr>
<td></td>
<td>• Public Amenities,</td>
</tr>
<tr>
<td></td>
<td>• Public Artworks,</td>
</tr>
<tr>
<td></td>
<td>• Playgrounds and</td>
</tr>
<tr>
<td></td>
<td>• Streetscape furniture.</td>
</tr>
<tr>
<td>2. Inner City Security Services</td>
<td>24 hour per day, 365 day per year security services to maximise public safety within</td>
</tr>
<tr>
<td></td>
<td>the Inner City Precinct including City Place.</td>
</tr>
<tr>
<td></td>
<td>Records of and reports on all security incidents.</td>
</tr>
<tr>
<td>3. Facility Usage Data and Reports</td>
<td>Record and report on all facility usage including attendances and number of events.</td>
</tr>
</tbody>
</table>

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop process and deployment flowchart for prioritising garden bed renewal</td>
<td>Unit OFI 9.2</td>
<td>Feb 2008</td>
<td>100%</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Restructure Gardens crews to more effectively handle increased areas of responsibility</td>
<td>Branch OFI 10.1</td>
<td>Mar 2008</td>
<td>100%</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Negotiate Service Level Agreements with all external customers</td>
<td>Branch OFI 4.1</td>
<td>Jun 2008</td>
<td>100%</td>
<td>Yes</td>
</tr>
<tr>
<td>4. Public Tender for Inner City pest control program</td>
<td>Purchasing Policy 1:02:23 Branch OFI 4.1</td>
<td>Mar 2008</td>
<td>0%</td>
<td>No</td>
</tr>
</tbody>
</table>

Variance Report for Initiatives not on target:

4. Decision has been taken to bring the pest control process in-house. This allows for more accurate monitoring of bait take up and faster response to increased activity.
Performance Indicators (Ratings: ✔ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Public Satisfaction With Presentation Of Inner City Precinct

<table>
<thead>
<tr>
<th>Quarter</th>
<th>% of public satisfaction</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Qtr</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2nd Qtr</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>3rd Qtr</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>4th Qtr</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

Variance Report
Public satisfaction above target.

Prospective Actions

Public Perception Of Safety In The Central Business District

<table>
<thead>
<tr>
<th>Quarter</th>
<th>% of public satisfaction - day</th>
<th>% of public satisfaction - night</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Qtr</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2nd Qtr</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>3rd Qtr</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>4th Qtr</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

Variance Report
Public perceptions of safety at night, whilst below target, have increased in last quarter.

Prospective Actions
Working with Community Safety Committee, CBD Safety Summit and other groups to improve perceptions of positive changes to safety.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Performance Rating:</th>
<th>✓</th>
</tr>
</thead>
</table>

Variance Report
Total number of incidents has decreased.

Prospective Actions

Result Targets: Decline in security incidents

Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| Revenue        | 48,445         | 366,000                | (317,555) | 87      | UNFAVOURABLE
   • Reasons: Capital grant of $170,000 has not been received. Internal recoveries of cross charging income have not been received. 
   • Implications / Actions: Internal revenue linkages and branch overheads recovery need refining. Annual orders for CPA to be set up and back charged. |
| Expenditure    | 426,176        | 629,938                | 203,762  | 32      | FAVOURABLE
   • Reasons: $215k in salaries, on costs etc budgeted but no costs applied as they are now charged to different cost centre in restructure. 
   • Implications / Actions: Adjust at budget review. |
SUB ACTIVITY: INNER CITY EVENT MANAGEMENT

Mission
To manage availability of special areas for casual recreation and management of major events in Council facilities.

Officer Responsible
Manager Inner City Facilities

<table>
<thead>
<tr>
<th>Output Title:</th>
<th>Output Description:</th>
</tr>
</thead>
</table>
| 1. Inner City Community Event Support | Council support in the provision of community events conducted at Council sites. Regular events include:  
- SportsFest,  
- Festival Cairns,  
- New Year’s Eve celebrations,  
- NAIDOC Week and  
- Schools Cultural Week. |
| 2. Hire agreements for use of Council Inner City Facilities | Administration of hire agreements for the hire of Council facilities. These facilities include:  
- Munro Martin Park and/or Stage,  
- City Place and/or Soundshell,  
- Fogarty Park and/or Soundshell,  
- Westside of Lagoon,  
- Eastside of Lagoon,  
- Sister Cities Parkland Area and  
- BBQs (Kingfisher, Seagull, Lorikeet, Jabiru, Kookaburra, Sister Cities and Pelican). |
| 3. Fees and Charges for Inner City Facilities | Set and manage fees and charges associated with the use of Inner City Council assets. |

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maximise Community Usage of redeveloped City Place Performance area through “Your Place in the City” program</td>
<td>Corporate Plan 6.6.1</td>
<td>Jun 2008</td>
<td>20%</td>
<td>X</td>
</tr>
</tbody>
</table>
| 2. Develop and implement CBD event Management Plan | Corporate Plan 6.4.2  
Branch OFI 4.1 | May 2008 | 60% | X |
| 3. Increase range of recreational opportunities including programs for “Fun Free Fitness” and school holidays | Corporate Plan 6.4.2 | Dec 2007 | 100% | ✓ |
| 4. Implement recommendations from CCTV system Strategic Review | Corporate Plan 6.2.2 | Dec 2007 | 30% | X |

Variance Report for Initiatives not on target:

1. Initial handover meeting for City Place performance facility occurred mid June. Projector and screen now operational. Final handover and sign off will be occurring before end of July.
3. Tender for supply of equipment was resolved by Council to award Contract 55209 for supply of CCTV equipment for upgrade. Preferred supplier’s engagement process for installation and integration now underway. Planning for design of new CCTV operations room has now been restarted.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

### Performance Rating:

#### Variance Report

**Inner City Community Event Attendance Numbers**

- **Overall attendance good** – Lagoon closed for entire month in low season for maintenance.
- Lagoon attendance would have added around 5500 persons for period.

#### Prospective Actions

Continuous review of programs and activities to maximise sustainable facility usage.

**Result targets:** Target is 10% increase on previous year’s attendance levels.

### Performance Rating:

#### Variance Report

**Timeliness With Which Applications For Hire Licences Are Processed**

- **Result targets:** Hire agreements processed accurately and returned to applicant within 5 days of lodgement.

#### Prospective Actions

Continuous review of programs and activities to maximise sustainable facility usage.
Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>28,704</td>
<td>29,018</td>
<td>-314</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>80,502</td>
<td>31,191</td>
<td>-49,311</td>
<td>158%</td>
</tr>
</tbody>
</table>

**Revenue**
- **Actual:** 28,704
- **Budget Revised:** 29,018
- **Var:** -314
- **Var (%):**
  - **FAVOURABLE**
  - **Reasons:** Minor variance.
  - **Implications / Actions:** Nil.

**Expenditure**
- **Actual:** 80,502
- **Budget Revised:** 31,191
- **Var:** -49,311
- **Var (%):** 158%
- **UNFAVOURABLE**
  - **Reasons:** As a result of the restructure the budgets for this activity have been allocated elsewhere in the esplanade area. All Inner City budgets will be adjusted at the review.
  - **Implications / Actions:** Actuals reflect previous budgeted amounts. Budget adjustment required at first review.

**SUB ACTIVITY: THE ESPLANADE**

**Mission**
- Provide aesthetically pleasing, safe and clean inner city waterfront area facilities to the community and visitors.

**Officer Responsible**
- Manager Inner City Facilities

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
</table>
| 1. Recreational facilities along the Esplanade | Esplanade grounds and facilities including:  
  • Esplanade Lagoon,  
  • Fogarty Park performance facility,  
  • Muddies Playground,  
  • Public amenities,  
  • Public artwork,  
  • Playgrounds and  
  • Streetscape furniture. |
| 2. Lifeguard Services               | Provision of contract lifeguard services at the Esplanade Lagoon.  
| 3. Esplanade security services      | 24 hour per day, 365 day per year security services to maximise public safety along the Esplanade. Record and report on all security incidents.       |
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct programmed clean</td>
<td>Mayoral OFI</td>
<td>Dec 2007</td>
<td>50%</td>
<td>✓</td>
</tr>
<tr>
<td>of CBD footpaths to remove all gum and other deposits</td>
<td>Branch OFI 6.1</td>
<td>May 2008</td>
<td>10%</td>
<td>X</td>
</tr>
</tbody>
</table>

Variance Report for Initiatives not on target:
1. Programmed cleaning delayed due to broken equipment but is now underway again

Number of Esplanade Security Incidents

Prospective Actions
### Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>76,776</td>
<td>119,588</td>
<td>-42,812</td>
<td>36%</td>
<td><strong>UNFAVOURABLE</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Reasons:</strong> Esplanade Kiosk rental $13k under due to waiver of fees for closure. Long Haul bus fees $7.5k under as cross charging has not been captured.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Implications / Actions:</strong> Review cross charging.</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>UNFAVOURABLE</strong></td>
</tr>
<tr>
<td></td>
<td>1,713,069</td>
<td>1,418,664</td>
<td>-294,405</td>
<td>-21</td>
<td><strong>Reasons:</strong> Budget set for this activity requires adjustment as linkages were altered at end of year. Maintenance such as repainting still required, replacement of feature tiles, non-slip surfacing repairs carried out have all resulted in increased expenditure.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Implications / Actions:</strong> Adjustment to annual fees for kiosk required at first review. Long Haul fees now transferred to Regulated Parking, budget adjustment required at review. Adjustment of “zero” budget allowances required at first review.</td>
</tr>
</tbody>
</table>
### ACTIVITY: BOTANIC GARDENS AND SUGARWORLD

**Mission**
To be recognised nationally and internationally as the living cultural centre and premier alternative cultural attraction in FNQ and to provide high quality botanical, recreational and educational experience while preserving and protecting the environment for future generations.

**Officer Responsible**
Curator Botanic Gardens & Sugarworld

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Botanic Garden venue hire</td>
<td>Provision of unique venue and outdoor space for a range of commercial and community activity.</td>
</tr>
<tr>
<td>2. Botanical educational information</td>
<td>Education programs and interpretive information.</td>
</tr>
<tr>
<td>4. Sugarworld Gardens</td>
<td>Sugarworld Gardens maintained and upgraded under a Service Level Agreement between Sport, Recreation and Community Development Branch and Cairns Works.</td>
</tr>
<tr>
<td>5. Mt Whitfield Conservation Park</td>
<td>Mt Whitfield Conservation Park maintained and upgraded according to management guidelines provided by Queensland Parks and Wildlife Service. Includes the Red and Blue Arrow recreation walks.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a publicity and promotional strategy for Cairns Botanic Gardens</td>
<td>Self Assessment</td>
<td>Jun 2008</td>
<td>80%</td>
<td>X</td>
</tr>
</tbody>
</table>

**Variance Report for Initiatives not on target:**
Some delays in finalisation due to revision of council logos
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Botanical Education Information: Number of Schools & Students**

- **Performance Rating:** ✓
- **Variance Report:** Number of students for June has been the highest for the year.
- **Prospective Actions:**

**Number of Botanical Information Displays**

- **Performance Rating:** ✓
- **Variance Report:** Number of displays above target levels
- **Prospective Actions:**
Performance Indicators (Ratings: √ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Visitors to Botanical Gardens**

- **Number of Visitors**
- **Target**

**Variance Report:** Visitor numbers have continued to increase. Target numbers down due to counter malfunction in March.

**Prospective Actions:**

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Visitors</th>
<th>Number of Visitors Resolved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>25,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Aug</td>
<td>50,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Sep</td>
<td>75,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Oct</td>
<td>100,000</td>
<td>85,000</td>
</tr>
<tr>
<td>Nov</td>
<td>125,000</td>
<td>110,000</td>
</tr>
<tr>
<td>Dec</td>
<td>150,000</td>
<td>135,000</td>
</tr>
<tr>
<td>Jan</td>
<td>175,000</td>
<td>160,000</td>
</tr>
<tr>
<td>Feb</td>
<td>200,000</td>
<td>185,000</td>
</tr>
<tr>
<td>Mar</td>
<td>225,000</td>
<td>210,000</td>
</tr>
<tr>
<td>Apr</td>
<td>250,000</td>
<td>235,000</td>
</tr>
<tr>
<td>May</td>
<td>275,000</td>
<td>260,000</td>
</tr>
</tbody>
</table>

**Prospective Actions:**

**Horticultural Enquiries - Successfully Completed**

- **Resolution Target: 98%**

**Variance Report:** 100% of all enquiries for the month have been resolved resulting in only 1 enquiry in the year that we didn't know and couldn't find the answer for.

**Prospective Actions:**

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Enquiries Received</th>
<th>Number of Enquiries Resolved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Aug</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Sep</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Oct</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Nov</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Dec</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>Jan</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Feb</td>
<td>35</td>
<td>34</td>
</tr>
<tr>
<td>Mar</td>
<td>40</td>
<td>39</td>
</tr>
<tr>
<td>Apr</td>
<td>45</td>
<td>44</td>
</tr>
<tr>
<td>May</td>
<td>50</td>
<td>49</td>
</tr>
<tr>
<td>Jun</td>
<td>55</td>
<td>54</td>
</tr>
</tbody>
</table>
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Visitors to Mt Whitfield Conservation Park**

**Performance Rating:** ✓

**Variance Report:** Figures are above target levels, despite malfunction of counter.

**Prospective Actions:** Continue to maintain the walking tracks in a safe condition
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Performance Rating:** ✓

**Variance Report:**
Budget variance is acceptable and below budget target.

**Prospective Actions:**
Hold 4th Quarter review meeting with service provider and review SLA for 08/09
### Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| Revenue              | 770,258        | 480,583                | 289,676 | 60      | • FAVOURABLE
|                      |                |                        |         |         | • Reasons: $750,000 has been receipted for the Regional Centres program incorrectly into this budget.  
|                      |                |                        |         |         | • Implications / Actions: Adjust budget at 1st quarter review to split income into Tanks budget as well as per grants database. |
| Expenditure          | 458,279        | 584,138                | 125,859 | 22      | • FAVOURABLE
|                      |                |                        |         |         | • Reasons: Internal job charging 3800 has been over budgeted by $107,000 and internal long term fleet has been over budgeted by $20,000 for the three month period  
|                      |                |                        |         |         | • Implications / Actions: Adjust budget at 1st quarter review |

### ACTIVITY: TANKS ARTS CENTRE

#### Mission
To be recognised nationally and internationally as the living cultural centre and premier alternative cultural attraction in FNQ and to provide high quality botanical, recreational and educational experience while preserving and protecting the environment for future generations.

#### Officer Responsible
Manager Tanks Arts Centre

#### Output Title:
1. Program of Music, Arts, Community Events and Culture
   A range of cultural products and services including performances, exhibitions and community cultural development, primarily at the Tanks Art Centre and the Botanic Gardens. Includes “Carnival on Collins”.

2. Tanks Arts Centre
   Provision of a unique venue and outdoor space for a range of commercial and community activity.

#### Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete infrastructure improvements to the Green Room at the Tanks</td>
<td></td>
<td>Jun 2008</td>
<td>100%</td>
<td>Yes (enter ✓)</td>
</tr>
<tr>
<td>2. Increasing marketing activities through website and other tool development</td>
<td>Self Assessment</td>
<td>Jun 2008</td>
<td>100%</td>
<td>Yes (enter ✓)</td>
</tr>
</tbody>
</table>

#### Variance Report for Initiatives not on target:
N/A
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Tanks Programs:
Venue Attendance & Usage

Performance Rating: ✓

Variance Report:

Prospective Actions:
Redesign the way we capture attendance figures in a way that records our accuracy in targeting specific sectors of the community – and also captures the level of participation in our programs, separately from audience attendance.
Performance Rating: ✓

Variance Report:
Consistent performance, particularly in the performing arts program. Venue Hire performing slightly below budget due to incapacity of the venue, pending electrical upgrade.

Prospective Actions:
More accurately benchmark and adjust budget projections for 2008-09 program.

New budget modelling tools are being developed and utilised, beginning in July 08. These will show more accurately the various programs’ earning capacity.
## Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| **Revenue**    | 284,474        | 323,454                | 38,980  | 12      | ![UNFAVOURABLE](https://example.com)  
  **Reasons:** Capital grants of $182,645 are expected for masterplan implementation but have been incorrectly added to Botanic Gardens budget. Our adjusted revenue variance is $143,665. This favourable variance is due to consistently out performing budget expectations in bar and ticket sales and the receipt of operating grant moneys for current and future projects.  
  **Implications / Actions:** Review expectations, particularly in the performing arts program, considering huge growth in audiences and their capacity for alcohol. Spurious budget item Need to journal operating grants revenue from where it currently sits in 1221 Capital Grants and Subsidies to where it belongs in 1230 - Operating Grants and subsidies. |
| **Expenditure**| 687,063        | 718,854                | 31,792  | 4       | ![FAVOURABLE](https://example.com)  
  **Reasons:** Underspending in salaries and wages by $44,934. Entertainers’ fees are over budget by $47,414 as this budget item was severely diminished in a budget review and was not replenished with extra revenue as planned.  
  **Implications / Actions:** Restructure staff according to budget allocation - particularly in the areas of administrative and technical support. Adjust budget expectation in entertainer's fees and events revenue to reflect real activity in the performing arts program. |
ACTIVITY: CIVIC THEATRE

Mission
To provide a customer focused venue and program of entertainment and cultural events for the enrichment of our community.

Officer Responsible: Civic Theatre Manager

<table>
<thead>
<tr>
<th>Output Title:</th>
<th>Output Description:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Civic Theatre Events</td>
<td>Events presented at the Civic Theatre or elsewhere.</td>
</tr>
<tr>
<td>2. Event Services</td>
<td>Event production services.</td>
</tr>
<tr>
<td>3. Ticketing Services</td>
<td>Tickets for events, via TicketLink</td>
</tr>
</tbody>
</table>

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review customer demands by survey and implement results with the aim of:</td>
<td>Business goal</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✔</td>
</tr>
<tr>
<td>• Increasing attendances by 3.9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increasing tickets issued by TicketLink by 3.9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase venue usage by 3.9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Variance Report for Initiatives not on target:

Performance Indicators (Ratings: ✔ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Variance Report
High ticket sales over the last few month has resulted in attendances tracking 4% over budget

Prospective Actions
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

**Number of Events**

- **Performance Rating:** ✓
- **Variance Report:** Venue Hire for the theatre has tracked slightly above target all FY. Events tracking 3% above target.
- **Prospective Actions**

![Number of Events Graph]

**Tickets Issued**

- **Performance Rating:** ✓
- **Variance Report:** High ticket sales for outside and theatre events has resulted in tickets issued tracking 12% above target.
- **Prospective Actions**

![Tickets Issued Graph]
### Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| **Revenue**    | 538,631        | 503,554                | 35,077  | 7       | **FAVOURABLE**  
  *Reasons:* Ticket Sales have continued to exceed budget in the Hire Activity.  
  *Implications / Actions:* This positive trend is very encouraging despite a slight downturn in the economy. Every effort will be made to continue the trend. |
| **Expenditure**| 823,390        | 810,484                | (12,906)| (2)     | **FAVOURABLE**  
  *Reasons:* Higher than anticipated liquor purchases for the Tanks has resulted in expenditure running over budget. Costs have been recouped via internal charges.  
  *Implications / Actions:* As Above |
| **Net Result** | (284,759)      | (306,930)              | 22,171  | 7       | **FAVOURABLE**  
  *Reasons:* Revenue has been higher than budgeted due to strong ticket sales in recent months.  
  *Implications / Actions:* Every effort will be made to continue this trend. |
BRANCH: SPORT, RECREATION & COMMUNITY DEVELOPMENT

Mission: To provide an equitable and high standard of support and guidance to units within the branch and to related stakeholders.

Officer Responsible: Acting Manager Sport, Recreation & Community Development – Dalitta Ash

ACTIVITY: Management and Administration

Mission: To provide an equitable and high standard of support and guidance to units within the branch and to related stakeholders.

Officer Responsible: Acting Manager Sport, Recreation & Community Development

Output Title: 
1. Branch Management  
2. Project support/delivery for Sport, Recreation & Community Development projects

Output Description: 
Effective management of approved capital and operational projects and event programs.

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Complete a comprehensive marketing plan for P&amp;F’s key facilities to maximise use and promote the Cairns region.</td>
<td>Corporate Plan 8.4.3</td>
<td>Apr 2008</td>
<td>60%</td>
<td>X</td>
</tr>
<tr>
<td>2. Further develop the CCTV system in the Inner City for improved community safety.</td>
<td>Corporate Plan 6.2.2</td>
<td>Mar 2008</td>
<td>60%</td>
<td>X</td>
</tr>
<tr>
<td>3. Develop a register of necessary Branch deployment flowcharts</td>
<td>Self Assessment OFI</td>
<td>May 2008</td>
<td>50%</td>
<td>X</td>
</tr>
<tr>
<td>4. Hold bi-annual workshops for T/L’s to develop, share skills, business planning and problem solving</td>
<td>Self Assessment OFI</td>
<td>Jun 2008</td>
<td>60%</td>
<td>X</td>
</tr>
</tbody>
</table>

* Variance Report for Initiatives not on target:
  1. – Due to amalgamation, responsibilities for Branch have changed and will need to be considered in the development of a new marketing plan.
  2. – CCTV is now the responsibility of the Cultural Services and Facilities Branch.
  3. – Management position has been vacant for some time. Will recommence in line with new corporate structure.

* Prospective Actions for Initiatives not on target:

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- Result Measure (Title): Project Delivery targets
- Result Target: Targets to be set appropriately for each project and reported in monthly council reports.
- Reporting Frequency: Monthly
- Performance Assessment: Projects on target

Performance Rating: ✓
Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>%</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| Expenditure | 106,104.00   | 99,860.00               | -6,244.00 | -6%     | • UNFAVOURABLE  
  • Reasons:  
  • Implications / Actions: |

ACTIVITY: Community Development

Mission
To assist community and individuals to be creative, self sufficient and resilient and to have the opportunity to live safe, equitable, cohesive and sustainable lifestyles.

Officer Responsible
Team Leader Community Development

Output Title: Output Description:
1. Community events
   Participation in a range of planned and emerging community events including:
   • NAIDOC Week  
   • Peace Week  
   • Youth Week  
   • Seniors Week  
   • Disability Week  
   • Brekky Net  
   • International Women’s Day  
   • International Day of Disability  
   • Employment Expo  
   • World Elder Abuse Awareness Day
2. Community capacity building
   Facilitation to identify strategies to address community needs.
   • 7 Street Talks
3. Project management and development of programs funded by State or Federal Government
   State and Federal government priorities are responded to locally.
   • Local Area Multicultural Program  
   • Community Development and Planning  
   • Dept of Employment and Industrial Relations Programs  
   • Regional Art Development Fund (RADF)
4. Community engagement activities
   Engagement of relevant stakeholders to identify issues important to them.
   • Facilitate Multicultural Reference Group  
   • Facilitate Cairns School Council  
   • Access & Equity Advisory group  
   • Safe Communities coordination team  
   • Youth Services Network  
   • RADF committee  
   • Public Art Advisory Group  
   • Community Safety Committee
5. Council Financial Assistance Grants

Administration of Council funded grant programs:
- Community Partners Community Cultural Development
- In-kind Community Cultural Development
- RADF

6. Community facilities

Property management, formal leases, property maintenance, legislative advice

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Apply for CJP funding through Department of Employment &amp; Industrial Relations for priority projects</td>
<td>Self Assessment 3.2</td>
<td>Jan 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>2. Develop a Safe Communities Page in Councils website</td>
<td>Self Assessment 11.2 Corporate Plan 8.4.2</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>3. Develop a Community Infrastructure plan</td>
<td>Corporate Plan 1.2.2, 6.1.4</td>
<td>Jun 2008</td>
<td>75%</td>
<td>X</td>
</tr>
<tr>
<td>4. Develop a Seniors Directory</td>
<td>Corporate Plan 1.4.2, 6.2.3, 6.3.3</td>
<td>Feb 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>5. Implement &amp; manage project “Walk With Me” towards conflict resolution in key target areas.</td>
<td>Corporate Plan 1.6.2, 6.3.3</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>6. Update Social profile</td>
<td>Corporate Plan 1.3.1, 1.3.3, 6.1.4</td>
<td>Jun 2008</td>
<td>0%</td>
<td>X</td>
</tr>
<tr>
<td>7. Update Liveability Report</td>
<td>Corporate Plan 6.1.4</td>
<td>Nov 2007</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>8. Map and brand all current WHO safe communities projects across Cairns</td>
<td>Corporate Plan 6.1.1, 8.4.2</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>9. Undertake audit review of Councils Arts &amp; Cultural Infrastructure</td>
<td>Corporate Plan 6.6.3</td>
<td>Jun 2008</td>
<td>95%</td>
<td>X</td>
</tr>
<tr>
<td>10. Host Speak Out Conference</td>
<td>Corporate Plan 8.2.1 &amp; 6.2.3</td>
<td>Mar 2008</td>
<td>10%</td>
<td>X</td>
</tr>
<tr>
<td>11. Host RADF State Conference</td>
<td>Corporate Plan 6.6.1</td>
<td>Oct 2007</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>13. Establish evacuation centres throughout the Cairns region. Recruit &amp; train evacuation centre coordinators. Undertake disaster response trial exercise.</td>
<td>Corporate Plan 6.5.3</td>
<td>May 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>

Variance Report for Initiatives not on target:
- CIP is being developed as part of AMDP process and as relevant information becomes available.
- Social profile cannot be updated until the relevant data received 3 July 2008.
- The audit review of Councils Arts & Culture infrastructure is being completed by Cultural Services & Facilities.
- A regional conference for young people will be planned and developed in place of the Speak Out conference.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Output 1: Community Events

**Major Events**

<table>
<thead>
<tr>
<th>Event</th>
<th>Event Date</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAIDOC Week</td>
<td>July</td>
<td>Yes</td>
</tr>
<tr>
<td>Peace Week</td>
<td>July</td>
<td>Yes</td>
</tr>
<tr>
<td>Seniors Week (Local)</td>
<td>July</td>
<td>Yes</td>
</tr>
<tr>
<td>Disability Week</td>
<td>August</td>
<td>Yes</td>
</tr>
<tr>
<td>Seniors Week (State)</td>
<td>August</td>
<td>Yes</td>
</tr>
<tr>
<td>Youth Week</td>
<td>September</td>
<td>Yes</td>
</tr>
<tr>
<td>International Day of Disability</td>
<td>December</td>
<td>Yes</td>
</tr>
<tr>
<td>International Women’s Day</td>
<td>March</td>
<td>Yes</td>
</tr>
<tr>
<td>World Elder Abuse Day</td>
<td>May</td>
<td>Yes</td>
</tr>
<tr>
<td>JCU careers day</td>
<td>June</td>
<td>Yes</td>
</tr>
<tr>
<td>Brekky Net</td>
<td>April</td>
<td>Yes</td>
</tr>
</tbody>
</table>

World Elder Abuse Day will take place on June 15

**Output 2: Community Capacity Building**

**Street Talk Issues & Actions**

- Issues Identified & Prioritised
- Action Plan Developed
- Target (3 Prioritised Issues & 3 Strategic Actions)

**Variance Report**

Community Development facilitated an information booth at the West Cairns Family Fun Day planned and developed by Council’s Walk With Me Team and the West Cairns community. Issues discussed including peace building strategies are imbedded into the WWM community program.

**Prospective Actions**
Nil
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Output 3: Project Management and Development of Programs funded by State and Federal Government

![Graph showing State & Federal Funding Compliance]

**State & Federal Funding - Compliance**

**Performance Rating:** ✓

**Variance Report**
All grants are acquitted as per agreements.

**Prospective Actions**
Nil.

DOC – Department of Communities
MAQ – Multicultural Affairs Queensland
AQ – Arts Queensland
DEIR – Department of Employment & Industrial Relations
DOH – Department of Housing
DLGPSR – Department of Local Govt, Planning, Sport & Recreation
DFCSIA – Department of Families, Community Services & Indigenous Affairs
DSQ – Disability Services Queensland
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Output 4: Community Engagement Activities

Variance Report:
All community engagement groups are well attended and outcomes documented.

Prospective Actions:
A Youth Advisory Group will be established to reflect the diversity of young people in the region.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Output 5: Council Financial Assistance Grants

**RADF Grants**

Performance Rating: ✓

Variance Report: The RADF round is now open and will close on the 29th August.

Prospective Actions:
Following the closure of the round, applications will be assessed by the RADF committee and funds will be distributed in line with the RADF guidelines.

**Financial Assistance Grants**

Performance Rating: ✓

Variance Report: Grant round is not yet open.

Prospective Actions:
The Financial Assistance Grants will open on the 21st July and close on the 29th August.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Inkind Assistance Grants - Year To Date

Performance Rating:

Variance Report

Prospective Actions
 Nil

Output 6: Community Facilities

Community Facilities

Performance Rating:

Variance Report
80% of the community halls are now operating under agreements. Discussions continue with management bodies.

Prospective Actions:
Continued process for securing agreements and maintaining partnerships with management bodies.
Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| Revenue       | 509,717        | 462,786                | 46,930  | 10%     | FAVOURABLE
• Due to the mini review the budget for CJP sits in CS&F but actual was deposited into CD |
| Expenditure   | 439,987        | 553,239                | 113,252 | 20%     | FAVOURABLE
• Reasons: RADF funds belong in the CS&F budget. Job charging variance overspent due to up keep of facilities
• Implications / Actions: Nil |

ACTIVITY: Community Development Team – Far North

Mission
To assist community and individuals to be creative, self sufficient and resilient and to have the opportunity to live safe, equitable, cohesive and sustainable lifestyles.

Officer Responsible Team Leader, Community Development – Far North

DSC Corporate Plan Strategy: Project/Task Description:

<table>
<thead>
<tr>
<th>Strategy 2.1</th>
<th>Provide and enhance community facilities and opportunities that cater for the arts, recreational cultural and sporting pursuits.</th>
<th>Incorporate the Facility Management Planning outcomes/priorities into Council policy and infrastructure maintenance and development obligations.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Management of Councils community facilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide services and facilities which meet reasonable community expectations (including library services, services to the aged, children, the arts and cultural communities and tourism)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitate community capacity building</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deliver the Douglas Shire Regional Arts Development (RADF) program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support the Shire’s arts &amp; cultural development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 2.4</th>
<th>Facilitate opportunities for the community to become involved in decision making and advocacy on local issues.</th>
<th>As a follow on from the Community Engagement Project document an ongoing community engagement strategy.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strategically plan the provision of new community services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 2.5</th>
<th>Promote the provision of aged and childcare facilities and services.</th>
<th>Complete negotiations for the provision of appropriate aged care facilities for the district located at Mossman</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Senior’s Week</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage the Douglas Shire Council Home and Community Care (HACC) Home Maintenance Service</td>
</tr>
</tbody>
</table>
Strategy 2.7
Strengthen our sense of community and acknowledge and celebrate cultural diversity

- Improve Council’s understanding of the needs and aspirations of the Kuku Yalanji indigenous community
- Assist the indigenous community to improve housing conditions & affordability
- Assist the indigenous community to improve employment, education & training opportunities
- Work with individual clients regarding identified issues.
- Assist the indigenous community with health, welfare, family support & child safety projects
- Assist the indigenous community with cultural & recreational development
- Assist the indigenous community with arts development

Strategy 3.1
Encourage and facilitate appropriate agricultural and business development and the growth of diverse and sustainable employment opportunities

- Provide the Port Douglas Market

Strategy 3.2
Facilitate and promote local tourism initiatives.

- Continue to support the evolution and application of the tourism structure review outcomes.

Performance Indicators (Ratings: ✔ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Project Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Community Access Audit – Public Environment</td>
<td>DSC 2.6</td>
<td>Mar 2008</td>
<td>100%</td>
<td>✔</td>
</tr>
<tr>
<td>2. Facilities Management Plan</td>
<td>DSC 2.1</td>
<td>Apr 2008</td>
<td>100%</td>
<td>✔</td>
</tr>
<tr>
<td>3. All Abilities Playground Project – Community Engagement Component</td>
<td>DSC 2.6</td>
<td>Jun 2008</td>
<td>80%</td>
<td>X</td>
</tr>
<tr>
<td>4. Mossman Shire Hall Strategic Plan</td>
<td>DSC 2.1</td>
<td>Jun 2008</td>
<td>70%</td>
<td>X</td>
</tr>
</tbody>
</table>

Variance Report for Initiatives not on target:
3. All Abilities Playground Project – pending receipt of activity booklets from local schools to finalise community profile (late due to school holidays).
4. Mossman Shire Hall Strategic Plan – pending receipt of report from consultants Howell Facilities. A draft copy of the report was received on 9th July.
Strategy 2.1
Provide and enhance community facilities and opportunities that cater for the arts, recreational cultural and sporting pursuits.

Facilities Management Planning:
The consultants report regarding the Mossman Shire Hall Strategic Plan incorporating the community’s ideas into preferred options is due in early July.

Facilities Management:

Far North Facilities Management

<table>
<thead>
<tr>
<th>Issues/Requests</th>
<th>New</th>
<th>Actioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Performance Rating: ✓

Variance Report
All issues & requests identified as safety or urgent issues have been responded to in a timely matter

Prospective Actions

Strategy 2.4
Facilitate opportunities for the community to become involved in decision making and advocacy on local issues.

Community Engagement Activities:
The children’s activity booklets for the All Abilities Playground were distributed to students at Mossman State Primary School & Mossman State High School. Approximately 155 booklets are due back at the end of the school term.

Strategic Planning of New Community Services:
Community Development – Far North team is involved in a Safe House Committee established to conduct a feasibility study to assess the needs of the community in relation to domestic violence.
Community Development – Far North team has been involved in preliminary discussions regarding the establishment of a community bus service to assist people from outlying areas to access health & general community services.
Strategy 2.5
Promote the provision of aged and childcare facilities and services.

HACC Home Maintenance Service:

Performance Rating: ✓

Variance Report
Responding in a timely manner to the backlog of home modification referrals has been difficult due to contractor’s availability. Regular liaison with Occupational Therapist to prioritise referrals.

Prospective Actions
None.

Access & Equity:

Performance Rating: ✓

Variance Report
No new issues were identified in June.

Prospective Actions
Strategy 2.7
Strengthen our sense of community and acknowledge and celebrate cultural diversity

Indigenous Liaison Officer:
The position of Indigenous Liaison Officer for the Community Development – Far North team closed on Tuesday 3rd June & is currently being short-listed for interviews in the near future.

Support for Indigenous community services and initiatives are being provided on an ad hoc basis.

Council’s annual NAIDOC Week Flag Raising Ceremony & Morning Tea will take place on Monday 14th July at the Mossman administration office.

Strategy 3.1
Encourage and facilitate appropriate agricultural and business development and the growth of diverse and sustainable employment opportunities.

No activity occurred during June in relation to this strategy.

Strategy 3.2
Facilitate and promote local tourism initiatives.

No activity occurred during June in relation to this strategy.

Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| **Revenue**    | 20,348         | 12,353          | 7,995   | 65%     | ● FAVOURABLE
                |                |                 |         |         | Reasons: State Govt. (HACC) grant payment received in April was more than amount budgeted to be received. This figure also includes income not originally identified from building leases. |
                |                |                 |         |         | Implications / Actions: Review of HACC grant to ensure budgeted amounts are correct going forward. Thorough analysis of leases & associated revenue to be undertaken. |
| **Expenditure**| 131,183        | 219,088         | 87,905  | 40%     | ● FAVOURABLE
                |                |                 |         |         | Reasons: The salaries account is significantly under-spent due to long-term staff vacancies |
                |                |                 |         |         | Implications / Actions: Vacant positions will be recruited in the near future. |
**ACTIVITY:** Southern Suburbs Support

**Mission**
To enhance, promote and develop social capital, community capacity and inspire community connectedness in the southern suburbs of Cairns by working to support the empowerment of individuals, families and the community as a whole.

**Officer Responsible**
Southern Suburbs Support Coordinator

### Output Title:

<table>
<thead>
<tr>
<th>Output Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Information and referral services</td>
</tr>
<tr>
<td>Information registers to assist clients connect with community services. Direction of client enquiries to appropriate referral agencies.</td>
</tr>
<tr>
<td>2. Counselling and Support services</td>
</tr>
<tr>
<td>Counselling provided to individuals, families and children residing in the Southern Suburbs via the Family Support Program and Specialist Counselling Service.</td>
</tr>
<tr>
<td>3. Project development and management</td>
</tr>
<tr>
<td>Management of projects initiated in response to identified community needs. Facilitate Community events on a quarterly basis.</td>
</tr>
<tr>
<td>4. Community Education Programs</td>
</tr>
<tr>
<td>Monthly community education and parenting programs.</td>
</tr>
<tr>
<td>5. Hambledon House management and hire services</td>
</tr>
<tr>
<td>A quality venue for hire to residents, community and government organisations.</td>
</tr>
</tbody>
</table>

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a plan of strategic initiatives and projects for improving connections with isolated families, senior citizens, young people and multicultural communities in the Southern Suburbs.</td>
<td>Corporate Plan: 6.1.4, 6.2.4, 6.3.3, 8.2.1</td>
<td>Mar 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Variance Report for Initiatives not on target:**

**Prospective Actions for Initiatives not on target:**

Output 1: Information and Referral Services

![Information & Referral Services Chart](chart.png)

Performance Rating: ✓

Variance Report
Provision of information and referral services well above average.

Prospective Actions
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Output 2: Counselling and Support Services

Performance Rating: ✓

Variance Report
Demand for Family Support services is extremely high. 8 new referrals received this month. Cases are often complex and involve a number of family members creating a challenging and demanding workload for one worker. Specialist Counselling position remains vacant. Waiting list has been commenced.

Prospective Actions
Explore opportunities for additional support service/s to be established in the Southern Corridor.

Output 4: Community Education Programs

Performance Rating: ✓

Variance Report
Projects and Parenting Programs above targeted outcomes. Community Education gathering momentum since appointment of Community Education Officer in May.

Prospective Actions
Continued development of Community Education program.
Performance Indicators (Ratings: ✓ = Satisfactory,❓ = Marginal, X = Unsatisfactory)

Output 5: Hambledon House Management and Hire Services

Variance Report
Facilities continue to be well utilised.

Prospective Actions
Continue to promote facilities.

Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| **Revenue**      | 31,247         | 191,552                | -160,305| -84%    | • UNFAVOURABLE
|                  |                |                        |         |         | • Reasons: Deposit of Grant Revenue has been delayed due to delay in acquittal processes. Expect to receive balance in the near future. |
| **Expenditure**  | 78,856         | 154,919                | 76,063  | 49%     | • FAVOURABLE
|                  |                |                        |         |         | • Reasons: Underspent at this time due to caution around expenditure whilst awaiting Grant monies to arrive. |
|                  |                |                        |         |         | • Implications / Actions: Nil                                   |
**ACTIVITY:** Sport and Recreation

**Mission**
To foster, support and develop sport and recreational opportunities in accordance with the needs of the community of Cairns.

**Officer Responsible**
Acting Manager Sport, Recreation & Community Development

**SUB ACTIVITY:** Sport and Recreation Management

**Mission**
To provide management and administrative support to Council’s Sport & Recreation activities.

**Officer Responsible**
Acting Manager Sport, Recreation & Community Development

<table>
<thead>
<tr>
<th>Output Title:</th>
<th>Output Description:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Advice to Cairns sporting organisations</td>
<td>Provision of knowledge and guidance to sporting organisations through a partnership program</td>
</tr>
<tr>
<td>2. Grant Funding Management</td>
<td>Management and efficient distribution of Council funding grants</td>
</tr>
<tr>
<td>3. Sport facility lease management</td>
<td>Management of each facility through contract management. Management of leases issued to sporting clubs for the use of the sporting facilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undertake 4 Sport &amp; Recreation Workshops per year</td>
<td>Corporate Plan 6.4.2/Self Assessment</td>
<td>Jun 2008</td>
<td>100%</td>
<td>✓</td>
</tr>
<tr>
<td>2. Develop a survey to allow community to express their opinion/ideas on sporting facilities</td>
<td>Corporate Plan 6.4.2/ Self Assessment</td>
<td>Feb 2008</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Complete 2 masterplan or facility needs studies of sporting precincts within Cairns</td>
<td>Corporate Plan 6.4.2/ Self Assessment</td>
<td>Jun 2008</td>
<td>10%</td>
<td>X</td>
</tr>
</tbody>
</table>

* **Variance Report for Initiatives not on target:**
  2. Survey will form part of Sport & Rec Strategic Plan 2009-2013 within next 9 months.
  3. Will be undertaking feasibility studies as part of implementing projects identified in the 5 Year Capital Works and Planning Studies.

* **Prospective Actions for Initiatives not on target:**
SUB ACTIVITY: Sport and Recreation Facilities

Mission
To provide a wide range of and to facilitate the use of quality and accessible sporting facilities

Officer Responsible
Acting Manager Sport, Recreation & Community Development

Output Title: 
Output Description:
1. Sport & Recreation Facilities
   Provide a wide range of sport and recreation facilities including:
   - Endeavour Park
   - Peterson Park
   - Johnson Park
   - Fretwell Park
   - Alley Park
   - Bill Wakeham Park
   - Endeavor/McNamara Complex
   - North Cairns Precinct
   - Aeroglen Park
   - Trinity Beach Sports Complex
   - Redlynch Sports Complex
   - Skate Parks (Trinity Beach, Redlynch etc)
   - Mossman Showgrounds, Coronation Park
   - Reynolds Park
   - Diwan Sports Ground
   - Port Douglas Sports Complex

Ensuring facilities are effectively managed and maintained either directly or through lease agreements.

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop &amp; implement a maintenance program for all BMX Skate Parks</td>
<td>Self Assessment</td>
<td>May 2008</td>
<td>50%</td>
<td>X</td>
</tr>
<tr>
<td>2. Undertake a review of signage for all Council managed sporting facilities</td>
<td>Self Assessment</td>
<td>Mar 2008</td>
<td>50%</td>
<td>X</td>
</tr>
<tr>
<td>3. Implement an annual sport field maintenance program</td>
<td>Corporate Plan 6.4.2</td>
<td>May 2008</td>
<td>75%</td>
<td>X</td>
</tr>
</tbody>
</table>

* Variance Report for Initiatives not on target:
1. Will be considered as part of the Sport & Rec Strategic Plan 2009-13.
2. Signage is being reviewed and will be implemented once CRC logo confirmed.
3. Liaising with Barlow Park Turf Team (newly formed) to implement scheduled maintenance program.

* Prospective Actions for Initiatives not on target:

<table>
<thead>
<tr>
<th>PRSF</th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| Revenue | 252,091 | 2,150,567 | 1,888,476 | 88% | UNFAVOURABLE
        |        | | | | Awaiting grant funding payment. |
| Expenditure | 823,743 | 1,040,843 | 217,100 | 21% | FAVOURABLE
        |        | | | | Adhoc maintenance, will balance over year. |
## SUB ACTIVITY: Beach Recreation Facilities

**Mission**
To provide a safe, clean and enjoyable beaches

**Officer Responsible:** Acting Manager Sport, Recreation & Community Development

### Output Title: Output Description:

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
</table>
| 1. Lifeguard Services | Provision of contract lifeguard services at the following beaches:  
  - Ellis Beach  
  - Palm Cove  
  - Clifton beach  
  - Kewarra Beach  
  - Holloways Beach  
  - Trinity Beach  
  - Bramston Beach  
  - Yorkeys Knob  
  - Green Island  
  - Four Mile Beach |

| 2. Stinger Nets | Provision of contract stinger net services Nov to May at the following beaches:  
  - Ellis Beach  
  - Palm Cove  
  - Holloways Beach  
  - Trinity Beach  
  - Bramston Beach  
  - Yorkeys Knob  
  - Kewarra Beach  
  - Four Mile Beach |

| 3. Foreshore facilities | Specialist beach recreation infrastructure |

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (%)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Standardise beach information signage through an independent audit then implement</td>
<td>Self Assessment</td>
<td>Mar 2008</td>
<td>90%</td>
<td>No*</td>
</tr>
<tr>
<td>2. Develop regular inspection and reports by Council Officers for beach facilities/lifeguards</td>
<td>Self Assessment</td>
<td>May 2008</td>
<td>100%</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Variance Report for Initiatives not on target:*
1. Review complete and signage will be implemented once CRC logo confirmed.

*Prospective Actions for Initiatives not on target:*
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, × = Unsatisfactory)

**Performance Rating:** ✓

**Variance Report**

**Prospective Actions**

---

### # of hours closed due to weather, stingers, crocodile, etc.

![Graph showing number of hours closed due to different reasons]

Result Targets: Net reduction in unauthorised incidents over previous year

- **Result Measure (Title):** Compliance with regulatory standards and guidelines
- **Result Target:** Full compliance
- **Reporting Frequency:** Monthly

**Performance Assessment:**

<table>
<thead>
<tr>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td># of breaches</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Prospective Actions**

---

**Operating Budget Assessment:**

<table>
<thead>
<tr>
<th>PRRF</th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>22,367</td>
<td>89,300</td>
<td>66,933</td>
<td>75%</td>
</tr>
<tr>
<td>Expenditure</td>
<td>310,678</td>
<td>395,871</td>
<td>85,193</td>
<td>22%</td>
</tr>
</tbody>
</table>

**Variance Report & Prospective Actions (where variance is +/- 5%)**

- **UNFAVOURABLE**
  - Awaiting payment from EPA for Green Island lifeguard
- **FAVOURABLE**
  - Awaiting invoice for Stinger Nets
**ACTIVITY:** Leisure Venues

**Mission**
To provide an equitable and high standard to the community and stakeholders within all Leisure Venues facilities (Council Managed Swimming Pools and Barlow Park).

**Officer Responsible**
Acting Manager Sport, Recreation & Community Development

**SUB ACTIVITY:** Swimming Pools, Barlow Park – Managed Internally

**Mission**
To provide an equitable and high standard to the community and stakeholders within all Leisure Venues facilities (Council Managed Swimming Pools and Barlow Park)

**Officer Responsible**
Acting Manager Sport, Recreation & Community Development

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
</table>
| 1. Aquatic Facilities (Council operated) | Council owned pools operated internally with Council staff:  
  • Gordonvale Pool – Open 6am-6pm, Oct to May  
  • Edmonton Pool – Open 6am-6pm, all year  
  • Woree Pool 6am-8pm – all year  
  • Babinda Pool 6am-6pm, Oct-May |
| 2. Community programs and events | Identification and facilitation of events that provide for a high level of community involvement |
| 3. Venue management | Provision of facilities that are appropriately equipped, supervised and maintained to ensure customer satisfaction and meet expectations |
| 4. Major sporting facility usage. | Barlow Park |

**Operating Initiative Status**

<table>
<thead>
<tr>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement quarterly Customer Surveys for pool users</td>
<td>Corporate Plan 6.4.5 Self Assessment Branch OFI</td>
<td>75%</td>
<td>X</td>
</tr>
<tr>
<td>2. Develop a product business plan to maximise revenue opportunities across all venues</td>
<td>Corporate Plan 6.4.5</td>
<td>Mar 2008</td>
<td>55%</td>
</tr>
<tr>
<td>3. Develop a Barlow Park information brochure</td>
<td>Corporate Plan 6.4.2</td>
<td>Nov 2007</td>
<td>100%</td>
</tr>
<tr>
<td>4. Develop swimming club program to Babinda and Gordonvale Pools</td>
<td>Corporate Plan 6.4.2 LGSR funding program</td>
<td>May 2008</td>
<td>45%</td>
</tr>
</tbody>
</table>

* **Variance Report for Initiatives not on target:**
  2. Recently undertaken pool review considers revenue opportunities across all pools – Council will be informed once the report is considered.
  4. Gordonvale Club only recently had audit of books so that Club can be re-affiliated. Meetings planned for near future.

* **Prospective Actions for Initiatives not on target:**
  2. Council report will be submitted on future of Internal Management of Pool in July/August
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- **Result Measure (Title):** Highest water quality – as per Australian standards
- **Result Target:** 100% compliance
- **Reporting Frequency:** Monthly
- **Performance Assessment:**

<table>
<thead>
<tr>
<th>Performance Rating</th>
<th>Variance Report</th>
<th>Prospective Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Pool Usage Levels 2006/2007**

![Bar chart showing pool usage levels for Babinda, Edmonton, Gordonvale, and Woree from July 2006 to June 2007.](chart.png)

- Babinda 06/07
- Edmonton 06/07
- Gordonvale 06/07
- Woree 06/07

**Performance Rating:** ✓

**Variance Report**

**Prospective Actions**
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Pool Usage Levels 2007/2008

Result Targets: Increase in usage of the swimming pools by 5%. Usage level higher than previous year.

Operating Budget Assessment:

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 2%)</th>
</tr>
</thead>
</table>
| Revenue        | 224,243        | 280,821                | -56,578 | -20%    | UNFAVOURABLE
|                |                |                        |         |         | • Reasons: $26k outstanding in licence fees. Unusual $141K a in Capital grants actuals and $161k in Disposal of Land budget – unknown item? |
|                |                |                        |         |         | • Implications / Actions:                                      |
| Expenditure    | 741,668        | 798,848                | 57,180  | 7%      | FAVOURABLE
|                |                |                        |         |         | • Reasons: Reduced Chemical charges. Cooler weather and fewer people means less chlorine used. Chemicals budget divided evenly across the year with no seasonality. |
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Barlow Park Usage

Result Targets – Used on a regular basis 75% of year

Operating Budget Assessment:

<table>
<thead>
<tr>
<th>PRLV</th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| Revenue  | 627,586        | 346,167                | 281,418   | 81%     | • FAVOURABLE  
|          |                |                        |           |         | Reasons: Capital grant (project expected to be completed in Jan 08 in budget) |
| Expenditure | 312,503      | 317,732                | 5,229     | 2%      | • FAVOURABLE  
|          |                |                        |           |         | Reasons:  
|          |                |                        |           |         | Implications / Actions:  |

SUB ACTIVITY: Swimming Pools – Managed Externally

Mission
To provide a range of aquatic facilities that are efficient, affordable and meet the needs of the community at Smithfield, North Cairns and Sugarworld.

Officer Responsible: Acting Manager Sport, Recreation & Community Development

Output Title: Council owned pools leased to external operators:

<table>
<thead>
<tr>
<th>Output Title:</th>
<th>Output Description:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aquatic Facilities</td>
<td>Council owned pools leased to external operators:</td>
</tr>
<tr>
<td></td>
<td>- Tobruk Pool</td>
</tr>
<tr>
<td></td>
<td>- Smithfield Pool</td>
</tr>
<tr>
<td></td>
<td>- Sugarworld waterslides and pools</td>
</tr>
<tr>
<td></td>
<td>- Mossman Pool</td>
</tr>
</tbody>
</table>

Operating Initiative Status

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct an independent safety audit &amp; implementation plan across all externally managed pools</td>
<td>Self Assessment</td>
<td>May 2008</td>
<td>65%</td>
<td>X</td>
</tr>
</tbody>
</table>
2. Ensure program delivery is to the satisfaction of the community through surveys

<table>
<thead>
<tr>
<th>Self Assessment</th>
<th>Mar 2008</th>
<th>40%</th>
<th>X</th>
</tr>
</thead>
</table>

* Variance Report for Initiatives not on target:
  1. Smithfield audit being conducted in May 2008.
  2. Lessee’s conducted surveys in May/June. Awaiting feedback to be returned

* Prospective Actions for Initiatives not on target:

Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

Usage Levels for Tobruk & Smithfield Pools

Result Targets: Tobruk data not yet received as at 4/7/08.
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- Result Measure (Title): Compliance with lease conditions
- Result Target: Full compliance
- Reporting Frequency: Monthly
- Performance Assessment:

<table>
<thead>
<tr>
<th></th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td># not complied</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

Variance Report
Numerous complaints regarding lessees at Mossman, Tobruk and S’field pools. All are being investigated. S’field had unsatisfactory lab results on 2 occasions in June.

Prospective Actions

- Result Measure (Title): Number of infrastructure failures
- Result Target: 100% availability of facilities as scheduled
- Reporting Frequency: Monthly
- Performance Assessment:

<table>
<thead>
<tr>
<th></th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td># of failures</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Prospective Actions

Operating Budget Assessment:

<table>
<thead>
<tr>
<th>PRPO</th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| Revenue    | 21,195         | 46,342                 | -25,147 | -54%    | • UNFAVOURABLE
• Reasons: Budgeted for disposal from Sugarworld – unknown? |
| Expenditure| 334,001        | 459,530                | 125,530 | 27%     | • FAVOURABLE
• Reasons: Reduced maintenance services. Outstanding invoices for chemicals |
### SUB ACTIVITY: Caravan/Camping Grounds

**Mission**
To coordinate an efficient and standard method of operating Council's camping grounds.

**Officer Responsible**
Acting Manager Sport, Recreation & Community Development

<table>
<thead>
<tr>
<th>Output Title</th>
<th>Output Description</th>
</tr>
</thead>
</table>
| 1. Caravan parks and campgrounds | The following sites are provided:  
- Cairns City Caravan Park  
- Bramston Beach Campground  
- Boulders Campground – Babinda  
- Palm Cove Caravan Park  
- Fitzroy Island Campground  
- Mossman Caravan Park  
- Wonga Beach Caravan Park/Camping Grounds  
- Tropical Breeze (Port Douglas) Caravan Park |

| 2. Leases for caravan park and camping area management | Management of the lease and administration support controlling the operation and maintenance all Council’s Caravan parks and camping grounds. |

<table>
<thead>
<tr>
<th>Operating Initiative Status</th>
<th>Relevant Linkage(s)</th>
<th>Due Date</th>
<th>Complete (enter %)</th>
<th>On Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Determine preferred option for redevelopment/upgrade of Palm Cove Camping Ground and commence project investigation.</td>
<td>Corporate Plan 7.5.1</td>
<td>Jun 2008</td>
<td>40</td>
<td>✓</td>
</tr>
</tbody>
</table>

*Variance Report for Initiatives not on target:*
New time line set for Palm Cove project. EOI’s have been advertised. Construction Scheduled for Sept 09

*Prospective Actions for Initiatives not on target:*

<table>
<thead>
<tr>
<th>Performance Rating: ✓</th>
<th>Variance Report</th>
</tr>
</thead>
</table>

**Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)**

**Level Of Occupancy**

![Graph showing occupancy levels for Palm Cove and Bramston Beach](image)

Result Targets: 30% usage
Performance Indicators (Ratings: ✓ = Satisfactory, ? = Marginal, X = Unsatisfactory)

- **Result Measure (Title):** Leases in place and managed for effective facility operation and full site availability.
- **Result Target:** Facilities managed in accordance with lease specifications
- **Reporting Frequency:** Monthly
- **Performance Assessment:**

<table>
<thead>
<tr>
<th>Performance Rating: ✓</th>
<th>Variance Report</th>
<th>Prospective Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nil</td>
<td></td>
</tr>
</tbody>
</table>

Operating Budget Assessment:

<table>
<thead>
<tr>
<th>PRCG</th>
<th>YTD Actual ($)</th>
<th>YTD Budget Revised ($)</th>
<th>Var ($)</th>
<th>Var (%)</th>
<th>Variance Report &amp; Prospective Actions (where variance is +/- 5%)</th>
</tr>
</thead>
</table>
| Revenue | 118,728         | 129,946                | -11,219 | -9%     | • UNFAVOURABLE
• Reason: Outstanding invoice for City Caravan Park, attendances slightly down |
| Expenditure | 78,023         | 99,381                | 21,358  | 21%     | • FAVOURABLE
• Reasons: cut back on ad hoc maintenance however some items not budgeted for (eg electricity @ former DSC Caravan parks) |
OUTSTANDING ISSUES – SPORTS, ARTS, CULTURE & COMMUNITY SERVICES COMMITTEE

Helen Tarrant: IL/ht: 1/59/13-01: #1717079v2

RECOMMENDATION:

That Council note the status of action in relation to outstanding matters arising from previous Sports, Arts, Culture and Community Services Committee meetings.

INTRODUCTION/COMMENT:

Attached is a listing of the Outstanding Issues relating to transactions of the Sports, Arts, Culture and Community Services Committee with comments in relation to the status of each issue.

ATTACHMENTS:

List of Outstanding Issues – Sports, Arts, Culture and Community Services Committee.

Helen Tarrant
PA to General Manager

Ian Lowth
General Manager Community & Cultural Services
### OUTSTANDING ISSUES
**SPORTS, ARTS, CULTURE & COMMUNITY SERVICES COMMITTEE**
**STATUS OF ACTIONS AS AT TUESDAY 8 JULY 2008**

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Item</th>
<th>Issue</th>
<th>Action Officer</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 May 08</td>
<td>SACCS 5</td>
<td><strong>Tenancy of Premises – “Botanic Gardens Restaurant” – Collins Ave, Edge Hill - Div. 8</strong>&lt;br&gt;a) “approve the issue of three (3) monthly trustee permits to Namekaw Pty Ltd for the premises known as the “Botanic Gardens Restaurant” being part of Lot 400 on NR7222, Collins Avenue, Edge Hill for a further period up and until 31 December 2008 and on the same terms and conditions as the trustee lease which expired on the 30 June 2007;”&lt;br&gt;b) seek to call tenders for the operation and management of the “Botanic Gardens Restaurant” by way of a trustee lease for a term of five (5) years from 1 January 2009; and&lt;br&gt;c) delegate authority to the Mayor and Chief Executive Officer in terms of section 472 of the Local Government Act 1993 to determine any and all matters associated with the proposed trustee permits to 31 December 2008 and to determine the terms and conditions of the proposed tender.”&lt;br&gt;Manager Cultural Services &amp; Facilities</td>
<td>Tender documents currently being drafted.&lt;br&gt;Purchasing Coordinator assisting.&lt;br&gt;Current contract clauses to be written.&lt;br&gt;New contract clauses being explored.&lt;br&gt;Hours of opening under review</td>
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| 22 May 08    | SACCS 6| **General Policies of a Cultural Services & Facilities nature:**<br>“That Council note additional work is required in consultation and review on the following policies before they can be presented for adoption:”<br>• Busking<br>• Pole/Banner Policy<br>• Port Douglas Markets<br>• Commercial Filming<br>• Creative Cairns – building arts & cultural industry”<br>Manager Cultural Services & Facilities | **Busking:** It has been identified that busking was rejected outright by previous Douglas Shire Council. Meetings have been held with Mossman staff to gain background on Douglas shire issues. ICF are working with Mossman staff to identify potential public locations for buskers, and will then initiate consultation with community and traders. **Estimated completion** - report to Council September.<br>**Pole/Banner:** Discussions held with key Mossman staff to identify issues with current processes in Mossman and Port Douglas. Audit and mapping of current Cairns banners underway to determine actual numbers and sizes of available banner locations. Investigations initiated into options and costing
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<tr>
<td>22 May 08</td>
<td>SACC 7</td>
<td>Community Grant Program Policy - “Motion be deferred until a future meeting”</td>
<td>Team Leader Sport &amp; Rec</td>
<td><strong>Completed</strong>: report to 16 July 2008 SACCS.</td>
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<td>22 May 08</td>
<td>SACC 10</td>
<td>Building Safer Communities - &quot;report back to Council on Council's proposed roles in conjunction with these consultative committees.&quot;</td>
<td>Community Safety Officer</td>
<td>Report to 19 June 2008 SACCS. Currently preparing 'Statement of Intent' for Mayor's signature.</td>
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<tr>
<td>22 May 08</td>
<td>SACC 11</td>
<td>Trial Park Closure - &quot;That Council support the newly recommended 10pm to 5am trial park restriction in the following parks in the CBD and North Cairns area for a period of 3 months with a report back to Council&quot;</td>
<td>Community Safety Officer</td>
<td>Report to be prepared for future SACCS. Trail yet to commence. Awaiting legal advice regarding signage.</td>
</tr>
<tr>
<td>22 May 08</td>
<td>SACC 12</td>
<td>Extension of beach safety contracts for Four Mile Beach - “Approve the extension of contracts with Uninet Enclosure Systems and Surf Life Saving Queensland to coincide with the periods of the existing contracts for the</td>
<td>Sport &amp; Rec Development Officer</td>
<td><strong>Completed</strong>: Letter sent to Uninet Enclosure Systems and Surf Life Saving Queensland on 10.6.08 advising of the extension of their contracts. CRC position noted and contracts to</td>
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for appropriate "community" banner mounts in high demand locations. **Estimated completion** - report to Council October.

**Markets**: Policy document has been drafted and is in final edit stage. Operational guidelines for Esplanade Markets written and guidelines for Port Douglas and Tanks markets are in development. **Estimated completion** - report to Council August.

**Commercial Filming**: No existing policy has been identified to date, although a draft Cairns City Council policy was located. Review of the four existing (independent) commercial filming permit processes and fees and charges schedules within CRC is underway. Discussions have been held with key Mossman staff regarding old Douglas Shire processes. ICF processes and fees and charges were rolled out at Mossman office with new financial year. **Estimated completion** - report to Council September.

**Creative Cairns – building arts and cultural industry**: in progress, workshop 7.7.08. Will be completed this financial year.
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<td>22 May 08</td>
<td>SACC 13</td>
<td><strong>Sport &amp; Rec Planning Update</strong> “Agree to proceed with revisiting the Endeavour Park Sporting Precinct Master Plan as per the Community Engagement Plan at Attachment 2H”</td>
<td>Team Leader Sport &amp; Rec</td>
<td>More detailed planning underway.</td>
</tr>
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<td>22 May 08</td>
<td>SACC 15</td>
<td><strong>Proposed Cairns Regional Performing Arts Centre</strong> “That Council proceed with a Cultural Facilities and Services Strategic Plan to assess the future needs of the City including the current Regional Performing Art Centre proposal. That Council give consideration to allocating $38,000 towards producing the above Plan in the 08/09 budget”</td>
<td>Manager Cultural Services &amp; Facilities</td>
<td>Cultural Facilities and Services Strategic Plan to be prepared by December 2008. Draft budget for Strategic Plan set for 2008/09, awaiting adoption of budget 23.7.08.</td>
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| 22 May 08 | SACC 17 | **General Policies of a Sport, Rec & Community Development nature** “That Council note considerable work and consultation is required on the following policies before they can be presented for adoption:  
- Youth Policy No. 1:04:02  
- Access Policy No. 1:04:36  
- Council Policy on Community Centres and Halls No. 1:04:03  
- Tenures Policy for Not-for-Profit Recreation, Sporting and Community Groups No. 1:02:45  
- Graffiti Management Policy No. 1:04:02  
- HACC Policies  
  - Management Practices No. 2.2.2.15  
  - Waiting List Management No. 2.2.2.14  
  - Special Needs No. 2.2.2.13  
  - Safety and Security No. 2.2.2.12  
  - Refusal of Service No. 2.2.2.11  
  - Multidisciplinary Case Conferencing No. 2.2.2.10  
  - Intake, Registration, Allocation and Referral No. 2.2.2.09  
  - Critical Incidence Stress Debriefing No. 2.2.2.08  
  - Confidentiality and Privacy No. 2.2.2.07  
  - Complaints and Feedback No. 2.2.2.06  
  - Rights and Responsibilities No. 2.2.2.05  
  - Client Health Care Records No. 2.2.2.04  
  - Client Consent No. 2.2.2.03 | Manager Sport, Rec & Community Development | **Graffiti Management**: Revised Policy report tabled at 16 July 2008 SACCS.  
**All other policies** (as noted) are currently being reviewed as operational resources allow. |
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<td>22 May 08</td>
<td>SACC 17</td>
<td>Community Jobs Priorities Committee “That Council nominate Cr Lesina to participate on the Community Jobs Priorities Committee”</td>
<td>CEO</td>
<td>Completed: Cr Lesina advised of her nomination, letter from CEO (#1721777) to LGAQ confirming Cr Lesina's nomination.</td>
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<td>22 May 08</td>
<td>SACC General Business 1</td>
<td>“Council Officers to investigate the items listed for funding against Sugarworld Gardens Minor Works”</td>
<td>Manager Cultural Services &amp; Facilities</td>
<td>Completed.</td>
</tr>
<tr>
<td>22 May 08</td>
<td>SACC General Business 2</td>
<td>“Council Officers to investigate funding for the maintenance of the historic Courthouse in Port Douglas”</td>
<td>Manager Cultural Services &amp; Facilities</td>
<td>Completed.</td>
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<tr>
<td>22 May 08</td>
<td>SACC General Business 3</td>
<td>“The Endeavour Park Master Plan to be renamed the Manunda Sporting Precinct Master Plan”</td>
<td>Sport &amp; Rec Team Leader</td>
<td>To be incorporated with Community Engagement Plan – ongoing.</td>
</tr>
<tr>
<td>19 Jun 08</td>
<td>SACC 4</td>
<td>“That Council advise Queensland Health (“Lessee”) that it consents to the issue of a trustee lease for a term of thirty (30) years from a date to be agreed over part (to be determined) of Lot 711 on NR7289, 174-280 Esplanade, Cairns North for the purposes of an emergency services helipad subject to: • There being no fencing, service or storage facilities constructed or provided on the subject area; • Council being responsible for continued ground maintenance of the subject area; • Lessee being responsible for maintenance of the access pathways to the helipad; • At a rental of $850.00 (GST exclusive) per calendar month, subject to annual review in accordance with the Brisbane All Groups Consumer Price Index (CPI); • ‘In-principle’ approval being obtained from the Minister for Natural Resources and Water; • Lessee to be responsible for any costs of water usage on the leased premises directly associated with the use; and • Lessee being responsible for all reasonable costs associated with the preparation, execution and registration of the lease.”</td>
<td>Admin Officer – Property</td>
<td>Complete: Letter to Queensland Health (#1733406) of 20.6.08 from Manager Corporate Performance requesting confirmation from QLD Health that they wish to proceed. Once confirmation to proceed has been received, will write to NRW seeking ‘in-principle’ approval for the lease. Will then engage solicitors to draft the lease document. This issue may not be completed for sometime; ‘in-principle’ approval may take up to 12 months.</td>
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<td>19 Jun 08</td>
<td>SACC 13</td>
<td>Report on Warning Notice Issued by EPA relating to Incident at Barlow Park 9 May 2008: “that the Leisure Venues Team Leader</td>
<td>Leisure Venues Team Leader</td>
<td>Investigations currently underway and have identified the problem can be solved by</td>
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<td>Venues team investigate and implement alternative drainage solutions&quot;</td>
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<td>blocking the drains which lead into Fearnley Creek, storing the water in the drain and then pumping the water onto the grass (this practice approved by EPA) or have it taken away to an appropriate site. Further investigations on going.</td>
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<td>19 Jun 08</td>
<td>SACCS 16</td>
<td>“That Council approve the submission of the accreditation application document that is required as part of the process to have Cairns designated a World Health Organisation (WHO) International Safe Community”</td>
<td>Safe Communities Project Coordinator</td>
<td>Completed: Accreditation application document currently being printed to be received by WHO by 11.7.08.</td>
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| 12 June 08   | P&E Closed   | “That Council:  
a. Approve the purchase of 19.82 hectares being part of Lot 304 on SP186238, Walker Road, Edmonton from Sugarworld Pty Ltd at a price of $11,260,000 (GST exclusive).  
b. Allocate funding for the purchase in the 2008/09 budget in accordance with the funding sources identified in the report.  
c. Delegate authority to the Mayor and the Chief Executive Officer pursuant to section 472 of the Local Government Act 1993, to negotiate and finalise all matters relevant to the formation, conditions and administration of any contract arising from the proposal to purchase including settlement; and to negotiate and agree any variations to conditions, including time and resolve disputes (whether by legal proceedings or otherwise) about the Contract.” | Sport & Recreation Strategic Planner | Sixty-day Due Diligence currently underway |