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| ORDINARY MEETING 22 JUNE 2011 | 12 |
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ADVANCE CAIRNS FUNDING AGREEMENT 2011-2014

Fiona Wilson : 1/8/2-06: #3200281

RECOMMENDATION:

That Council:

- a. **approves the Advance Cairns Relational Agreement between Cairns Regional Council and Advance Cairns for the period 1 July 2011 to 30 June 2014, as presented to Council's Ordinary Meeting 22 June 2011; and**
- b. **delegates finalisation of Schedule 1 of the 2011-2014 Advance Cairns Relational Agreement with Cairns Regional Council to the Chief Executive Officer or delegate, in accordance with Section 257 of the Local Government Act 2009; and**
- c. **requests the Chief Executive Officer to present to Council a review of Council's delivery structure for economic development twelve months prior to completion of the term of the 2011-2014 Relational Agreement between Council and Advance Cairns.**

INTRODUCTION:

This report presents to Council the draft future funding agreement (Relational Agreement) between Cairns Regional Council and Advance Cairns for the period 1 July 2011 to 30 June 2014.

BACKGROUND:

Cairns Regional Council supports economic development in the Cairns region through a wide range of delivery functions and key services, including infrastructure and planning, and as one of the largest employers of the region. Specifically, Council promotes and implements policies, strategies and delivery programs to directly target economic development outcomes for the region. Structured delivery of these initiatives is achieved both through Council's in-house Economic Development and Innovation team and through out-sourced delivery of specific key functions by Advance Cairns.

The current three-year Resource and Performance Agreement between Council and Advance Cairns concludes on 30 June 2011. This report presents the proposed new Agreement between Council and Advance Cairns for the period 2011-2014 within the context of an existing, in-principle, agreement by Cairns Regional Council, (as resolved December 15 2010), as follows:

“approves in principle future financial support for Advance Cairns at a minimum level and period of funding equivalent to current funding, as specified in the 2008-2011 Resource & Performance Agreement between Advance Cairns Ltd and Cairns Regional Council; and

“notes the intention to develop a new funding agreement between Council and Advance Cairns, and that details of the new agreement will be reported separately for Council’s consideration in advance of the 2011/2012 budget”.

COMMENT:

In-principle agreement by Council in December 2010 for future financial support for Advance Cairns provided both the context for the development of the Agreement and supported Advance Cairns strategic planning.

The draft new agreement between Cairns Regional Council and Advance Cairns is titled ‘Relational Agreement’ and covers the period 1 July 2011 to 30 June 2014. This draft Agreement is presented as Attachment 1 to this report.

The Agreement emphasises a spirit of and intention based on collaboration & transparency. The structure of the Agreement is based on the following objectives:

- To be based on clear deliverables and performance indicators (qualitative and quantitative);
- To articulate the relative roles and responsibilities of each Party to the Agreement;
- To clearly reflect Council’s delivery priorities for Advance Cairns at the TNQ level, as identified in the TNQ Regional Economic Plan;
- To clarify delivery of economic development programs by Council through its dedicated Economic Development & Innovation branch and specific functions outsourced to Advance Cairns; and
- To clarify the context of wider regional development stakeholders to avoid duplication e.g. DEEDI small business support and overseas trade and business development missions.

Roles and Responsibilities

The draft Agreement clarifies the respective roles and responsibilities of the two Parties to the Agreement (Council and Advance Cairns) as follows:

Cairns Regional Council will:

- Lead delivery of Cairns Regional Council's approved economic development policies, strategies and programs as they relate to the Cairns Region;
- Work in partnership with Advance Cairns and the Far North Queensland Councils to support delivery of economic development programs that relate to the wider Tropical North Queensland;
- Provide information and opportunities for engagement on strategic planning and policy development;
- Maintain a comprehensive information base on the Cairns Economy and issues for businesses within the Cairns Region;
- Conduct economic analysis, research and monitoring and provide economic analysis tools for application to proposed initiatives in the Cairns region;
- Support business networking and engagement in the Cairns region;
- Provide a principal point of contact or referral for business and industry where issues, needs or opportunities can be facilitated or supported through local government;
- Provide core funding to Advance Cairns of \$250,000(AU) (plus GST) per annum for the three year period 2011-2014, with this figure increasing with CPI (plus GST) in years two (2012-2013) and three (2013-2014) of the Agreement. Any increase in core funding would be subject to endorsement by Council following the 2012 election; and
- Subject to Council's annual budgeting processes and resolution of Council, and with agreement by Advance Cairns on delivery capacity, Council may allocate additional (discretionary) funding for specific projects which are focused on economic development outcomes for the Cairns Region. Discretionary funding may, by resolution of Council, be allocated at any time during the year but should generally be proposed and allocated with the annual budget process.

Advance Cairns

The roles and responsibilities of Advance Cairns under the Agreement focus on four main areas of delivery:

- Responsibility as the lead agency for economic development for TNQ;
- General partnership to achieve sustainable economic development;
- Delivery of targeted inward investment programs; and
- Use of Council funding to value add to attract additional funding to Council.

Advance Cairns will:

- Operate as the peak non-government organisation driving economic development for Tropical North Queensland;
- Lead the delivery, monitoring, review and reporting on performance of the Tropical North Queensland Regional Economic Plan;
- Generally work in partnership with Council to promote sustainable economic development in Cairns and Tropical North Queensland;
- Deliver targeted programs to attract and secure inward investment into Cairns region, within the context of the TNQREP and an Investment Strategy for Cairns, to be developed by Cairns Regional Council;
- Coordinate and lead lobbying, as required, of the Federal and State Governments on key economic issues for Tropical North Queensland;
- Work in collaboration with all levels of Government, the private sector and business chambers in Cairns and Tropical North Queensland to support and contribute to delivery led by key regional stakeholders, noting in particular:
 - the Government funded delivery of Business Enterprise Centre Services by Advance Cairns for the two year period 2011-2013;
 - support for trade and business development opportunities with PNG and other key overseas markets, as led by the Queensland State Government, including participation in key priority trade missions;
 - requirement to be a conduit between new and developing business activities and enquiries and Council, the Queensland State Government and other relevant stakeholders; and
 - requirement to engage with industry clusters/ support networks, for example Super Yachts and Study Cairns.
- Provide as appropriate, relevant updated information on the Cairns regional economy and upcoming business issues, events or activities to Council (and in particular to Council's Economic Development & Innovation branch) as it becomes available to Advance Cairns through relevant business networks; and
- Use Council funding as leverage to attract and deliver on significant levels of additional program funding to support economic development outcomes for Cairns in line with the TNQREP.

Performance Measures

Performance measures under the draft Agreement are set out in Schedule 1 of the Agreement. These focus on the four main delivery areas under the Agreement as follows:

1. Coordination, monitoring, review, management and delivery drive of the TNQREP, to achieve collaboration and ongoing commitment by all stakeholders to deliver and promote sustainable economic development across the TNQ region;

2. Delivery of targeted programs to attract and retain investment in Cairns.
3. Cairns Region strongly represented by lobbying and advocacy by a non-government organisation on behalf of the community of Cairns.
4. Utilising Council's core funding as leverage to attract additional funding to support economic development for the Cairns region in line with the TNQREP.

Measures against these outcomes are designed to be considered by Council in conjunction with six monthly reports from Advance Cairns on performance against the Tropical North Queensland Regional Economic Plan.

It is proposed that Council's approval of the draft Agreement provides for finalisation of the details of Schedule 1 to be delegated to the Chief Executive Officer. This is to allow for any detailed amendment to wording to be made following finalisation of the TNQREP.

Governance and Reporting

Key features of the governance and reporting framework provided for under the Agreement focus on the following areas: good practice protocol; provision of a 3-year strategic plan; and provision to Council of an annual operational plan, annual report (as present) and Chief Executives six-monthly report.

Funding through Far North Queensland Regional Organisation of Councils

FNQROC Councils have confirmed funding for 2011-2014, subject to finalisation of the budget process for each Council. It is noted that the 2011-2014 funding agreement between FNQROC and Advance Cairns will cover the period 1 August 2011 to 31 July 2014 to allow time between confirmation of budgets and the agreement being finalised.

Review of Delivery Structures

The development of the 2011-2014 Relational Agreement between Council and Advance Cairns has not involved a review of Council's economic development delivery structures. It is proposed that the next funding agreement review between Council and Advance Cairns should be preceded and supported by a review of Councils economic development delivery structures and that this review should commence at least twelve months before the end of the term of the 2011-2014 Agreement.

CONSIDERATIONS:

Corporate and Operational Plans:

Council's Corporate Plan Goal 5 states:

To increase the region's capacity for long-term economic growth by supporting opportunities for local business and local employment

Key Projects, Services and Actions under Goal 5 include:

Strengthen Council's support for economic development including tourism and economic diversification

Establish policy and guidelines that enable Council to better respond to economic development related proposals seeking Council support

Review Council's role in stimulating economic activity through its own policies and operations

Statutory:

The *Local Government Act 2009* outlines key principles including good governance and transparent and efficient processes and decision making in the public interest. This report aims to provide good governance as part of a transparent assessment and reporting process for service delivery funding.

Policy:

Council has a grants policy (1.06.22) which supports the provision of Resource and Performance Agreements for longer term grant funding arrangements. In addition, General Policy 1:05:02 states that Council recognises that there is value in Council supporting specific initiatives or projects that will have significant economic benefits for all or parts of the local government area. This policy provides for Council to support Advance Cairns via both membership of the Board and also via funding agreement.

Financial and Risk:

Council's current Resource and Performance Agreement ends 30 June 2011. Under this new Relational Agreement, Council will make available \$250,000 (plus GST) (plus CPI) per year paid in quarterly instalments for the three year period 2011-2014. Risk to Council associated with this decision will be minimised by the attention to detail in the new Resource and Performance Agreement in terms of performance indicators and assessment measures.

CONSULTATION:

- Chief Executive Officer
- Chair and Chief Executive Officer, Advance Cairns
- Operation Committee, Advance Cairns
- Regional Director, Queensland Government Department of Employment Economic Development and Innovation

OPTIONS AND CONCLUSION:

Council may consider two options in relation to this report:

That Council approves the proposed Relational Agreement between Cairns Regional Council and Advance Cairns as presented to Council in this report; or

That Council approves the proposed Relational Agreement between Cairns Regional Council and Advance Cairns with amendments.

It is recommended that Council approves the proposed Relational Agreement between Cairns Regional Council and Advance Cairns as presented.

ATTACHMENTS:

1. Draft Relational Agreement between Cairns Regional Council and Advance Cairns 1 July 2011 to 30 June 2014. (#3201588).

Fiona Wilson

Manager Economic Development & Innovation

Lyn Russell PSM

Chief Executive Officer



RELATIONAL AGREEMENT

BETWEEN

CAIRNS REGIONAL COUNCIL

AND

ADVANCE CAIRNS PTY.LTD

From 1 July 2011 to 30 June 2014

RELATIONAL AGREEMENT

THIS AGREEMENT records the commitments made BETWEEN

CAIRNS REGIONAL COUNCIL (hereinafter referred to as "CRC" or "Council")

and

ADVANCE CAIRNS PTY.LTD (hereinafter referred to as "Advance Cairns")

(Collectively referred to herein as "the Parties")

BACKGROUND

Cairns Regional Council (CRC) is the statutory local government authority for the Cairns Region and is committed to the economic growth and prosperity of the whole of Cairns Region. CRC supports economic development in the Cairns region through a wide range of delivery functions and key services, including infrastructure and planning, and as one of the largest employers of the region. Specifically, Council promotes policies, strategies and delivery programs to directly target economic development outcomes for the region. Structured delivery of these initiatives is achieved both through Council's in-house Economic Development and Innovation branch, and through outsourced delivery of specific key functions by Advance Cairns. This relational agreement articulates the delivery responsibilities of each of the Parties, the funding commitment by Council to Advance Cairns, the delivery priorities of Advance Cairns as funded by Council, and the collaborative spirit with which both of the Parties will work together to achieve economic development and prosperity for the Cairns Region.

The relationship between Cairns Regional Council and Advance Cairns sits within the broader context of the regional partnerships that collectively support and deliver against the vision of the Tropical North Queensland Regional Economic Plan (TNQREP). In particular, this Agreement recognises key delivery and support in the region by the Queensland and Federal Governments in the areas of:

- small business support;
- trade and business development opportunities with PNG and other key overseas markets;
- business referral and information support services; and
- industry support networks.

This Agreement has been developed in accordance with the resolution of Council dated December 15 2010:

"That Council:

- a. approves, in principle, future financial support for Advance Cairns at a minimum level and period of funding equivalent to current funding, as specified in the 2008-2011 Resource and Performance Agreement between Advance Cairns Ltd and Cairns Regional Council; and*
- b. notes the intention to develop a new funding agreement between Council and Advance Cairns, and that details of the new agreement will be reported to Council separately for consideration in advance or the 2011/2012 budget."*

THE PARTIES AGREE THAT:**1. Spirit and Intention**

- 1.1 This Agreement establishes and articulates an integrated way of working together to deliver the vision and priorities of the Tropical North Queensland Regional Economic Plan (TNQREP) and to support the sustainable economic development of the Cairns region.
- 1.2 The Parties will work to the following principles:
- i. Open, transparent and honest communications and discussions;
 - ii. Respecting each others roles and accountabilities and acting in good faith; and
 - iii. Commitment to the common goal of developing and delivering the vision as agreed in the TNQREP and of sustainable economic development of the Cairns region.
- 1.3 This is an outcome-based agreement, with clear performance indicators providing the basis from which to regularly monitor progress.
- 1.4 Cairns Regional Council encourages Advance Cairns to source additional funding to support economic development outcomes for the Cairns regional economy. This may include grants from the Queensland State Government, the Federal Government, industry partnerships and other sources, as the Advance Cairns Board determines, in alignment with the TNQREP.

2. Roles and Deliverables

- 2.1 Cairns Regional Council will:
- i. Lead delivery of Cairns Regional Council's approved economic development policies, strategies and programs as they relate to the Cairns Region;
 - ii. Work in partnership with Advance Cairns and the Far North Queensland Councils to support delivery of economic development programs that relate to the wider area of Tropical North Queensland;
 - iii. Provide information and opportunities for engagement on strategic planning and policy development;
 - iv. Maintain a comprehensive information base on the Cairns economy and issues for businesses within the Cairns Region;
 - v. Conduct economic analysis, research and monitoring and provide economic analysis tools for application to proposed initiatives in the Cairns region;
 - vi. Support business networking and engagement in the Cairns region;
 - vii. Provide a principal point of contact and referral for business and industry where issues, needs or opportunities can be facilitated or supported through local government;
 - viii. Provide core funding to Advance Cairns of \$250,000(AU) (plus GST) per annum for the three year period 2011-2014, with this figure increasing in accordance with movement in the CPI (plus GST) in years two (2012-2013) and three (2013-2014) of this Agreement. Any increase in that core funding (other than those CPI increases) would be subject to endorsement by Council following the 2012 local government elections; and

- ix. Subject to Council's annual budgeting processes and resolution of Council, and with agreement by Advance Cairns on delivery capacity, Council may allocate additional (discretionary) funding for specific projects which are focused on economic development outcomes for the Cairns Region. Discretionary funding may, by resolution of Council, be allocated at any time during the year but should generally be proposed and allocated with Council's annual budget process.

2.2 Advance Cairns will:

- i. Operate as the peak non-government organisation driving economic development for Tropical North Queensland;
- ii. Lead the delivery, monitoring, review and reporting on performance of the TNQREP;
- iii. Generally work in partnership with Council to promote sustainable economic development in Cairns and Tropical North Queensland;
- iv. Deliver targeted programs to attract and secure inward investment into Cairns region, within the context of the TNQREP and an Investment Strategy for Cairns, which will be developed by Cairns Regional Council;
- v. Coordinate and lead lobbying, as required, of the Federal and State Governments on key economic issues for Tropical North Queensland;
- vi. Work in collaboration with all levels of Government, the private sector and business organisations in Cairns and Tropical North Queensland to support and contribute to delivery led by key regional stakeholders, noting in particular:
 - the Government funded delivery of Business Enterprise Centre Services by Advance Cairns for the two year period 2011-2013;
 - support for trade and business development opportunities with PNG and other key overseas markets, as led by the Queensland State Government, including participation in key priority trade missions;
 - requirement to be a conduit between new and developing business activities and enquiries and Council, the Queensland State Government and other relevant stakeholders; and
 - requirement to engage with industry support clusters/ networks for example Super Yachts and Study Cairns.
- vii. Provide, as appropriate, relevant updated information on the Cairns regional economy and upcoming business issues, events or activities to Council (and in particular to Council's Economic Development & Innovation branch) as it becomes available to Advance Cairns through relevant business networks;.
- viii. Use its best endeavours to use its Council funding as leverage to attract and deliver on significant levels of additional funding to support economic development outcomes for Cairns in line with the TNQREP.

3. Performance Measures

- 3.1 Schedule 1 to this Agreement presents key performance indicators and measures to support monitoring of and reporting on delivery under this Agreement.
- 3.2 This Agreement acknowledges that overall performance of the economic well being of the TNQ economy will be monitored against clear indicators set out in the TNQREP. The performance measures and indicators in this Agreement relate to the specific delivery for which Advance Cairns is funded by Council.
- 3.3 The Performance Measures under this Agreement are designed to be relatively general to allow for flexibility of programs in response to emerging priorities, issues and opportunities.

4. Governance and Reporting

- 4.1 The Advance Cairns Board will demonstrate good practice operating protocols that align with its own Constitution and best practice governance and meeting procedures. This will include:
- i. ensuring that meetings of the Board are held at minimum six-week intervals (other than January each year when there will be no Advance Cairns Board meeting);
 - ii. working within budget and in accordance with best practice business management, although it is acknowledged that Advance Cairns may from time to time adopt and work under a deficit budget and expend its reserves during that year; and
 - iii. compliance with all relevant laws, notices, orders, local laws, regulations and maintenance of public liability insurance policy of \$10M.
- 4.2 Advance Cairns will provide Council with a three-year Strategic Plan within four months of the signing of this Agreement. The three- year Strategic Plan will demonstrate response to current priority issues within the context of the TNQREP and specifically target priority delivery areas as set out in Clause 2.2 of this Agreement.
- 4.3 Advance Cairns will provide Council with a copy of its annual Operational Plan within two months of the Advance Cairns Board adopting the Operational Plan. The Annual Operational Plan will demonstrate response to current priority issues within the context of the TNQREP and specifically target priority delivery areas as set out in Clause 2.2 of this Agreement.
- 4.4 Advance Cairns will provide Council with a copy of its Annual Report within two months of its adoption by the Advance Cairns Board.
- 4.5 Advance Cairns will provide and present to Council a Chief Executives 6-monthly report on the agreement on Advance Cairns' achievements against the performance indicators and milestones set out in Schedule 1 to this Agreement, and commentary on progress towards achieving the outcomes specified in the TNQREP. The report will include information relating to performance against objectives, strategies and measures detailed in the Operational Plan and under the terms of this Agreement.
- 4.6 Council will formally and regularly report to the community on achievements as received in reports from Advance Cairns, through Council's Ordinary Meetings.

5. Communications and Confidentiality

- 5.1 All Parties will provide accurate and timely information using the best medium or media possible in the context of the matter being communicated. The Parties will agree the spokesperson for any communication, the contact point for information, receipt, response and action.
- 5.2 Cairns Regional Council acknowledges that information provided to Council by Advance Cairns may be of a commercial-in-confidence nature. All documents held by Council are subject to the *Right to Information Act 2009*.

6. Administration

- 6.1 Term of the Agreement:
The term of this Agreement is 3 financial years commencing from 1 July 2011. The Agreement may be renewed provided both Parties are in agreement for such term as the Parties see fit.
- 6.2 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 observer.
- 6.3 Management Liaison:
The Chief Executive of Advance Cairns will meet informally on a monthly basis with Council's Economic Development and Innovation Manager to support the spirit of this Agreement through information sharing and collaboration.
- 6.4 Amendments:
This Agreement may be amended from time to time with the agreement of both Parties.
- 6.5 Termination For Breach:

If a Party considers that the other Party is in breach of a fundamental term of this Agreement then it may serve a written notice on the other Party identifying the alleged breach and how it considers that it may be remedied and allowing a reasonable time for that breach to be remedied. If the Party on which that notice has been served does not remedy the breach appropriately within the time specified then the Party which served the notice may thereafter terminate this Agreement by notice in writing.

However, no Party may terminate this Agreement unless and until the negotiation process referred to in clause 6.6 has been undertaken and come to an end, or if this Agreement is in the process of an arbitration as contemplated by clause 6.6.

- 6.6 Negotiation and arbitration:

If a dispute arises between the Parties to this Agreement, the Parties shall enter into negotiations and act in those negotiations in good faith to resolve the dispute. If despite those negotiations the dispute is not resolved within one month of the date on which the Parties begin their negotiations then either Party may submit the matter to the arbitration of an independent arbitrator appointed jointly by the Parties, in accordance with the provisions of the Queensland *Commercial Arbitration Act 1996*.

- 6.7 Debts and liabilities:
No Party shall be liable for any debts or obligations incurred by any other Party to this Agreement unless by express written agreement.

- 6.8 **Legal capability:**
All initiatives and strategic planning undertaken through this Agreement shall be in accordance with the legal powers, aims and objectives of the Parties.
- 6.9 **Other agreements may be entered into:**
This Agreement does not preclude any Party entering into an agreement with any other funder to further the outcomes of this agreement, provided that both Parties shall be informed of the intention to enter into such an agreement with sufficient opportunity for debate and clarification of the purpose of the contract within the spirit, intention and values of this Agreement.
- 6.10 **Inflation Adjustment:**
Council will pay Advance Cairns the sums specified in this agreement and these sums will be amended for inflation through Council's Annual Plan and Long Term Financial Planning process.
- 6.11 **Methods for payments:**
Payment of fees to Advance Cairns shall be by four equal installments unless otherwise agreed to be paid in advance.
- 6.12 **Amendments of Schedules:**
The Parties may amend or substitute the Schedules to this Agreement as may be agreed between the Parties from time to time. Any amendment or substitution will be signed by the Parties and will become part of this Agreement.

7. Acknowledgement of Cairns Regional Council Support

- 7.1 Advance Cairns acknowledges the financial support it receives from Council is funded by rates and will therefore provide acknowledgement in the following ways:
- i. inclusion of Cairns Regional Council's logo on material produced by Advance Cairns including major publications (may exclude events where special sponsorship arrangements apply);
 - ii. invitations to major functions/ events for up to four (4) councillors (or all councillors where the event specifically requires) and appropriate staff of Council;
 - iii. reference to Council support in press releases and speeches (may exclude events where special sponsorship arrangements apply); and
 - iv. opportunities for Council representatives to speak at key functions.

8. Definitions

Chief Executive or Chief Executives except where otherwise stated means the Chief Executive Officer of Cairns Regional Council and of Advance Cairns whether it is employed or contracted staff or elected Councillor.

Council means Cairns Regional Council.

Cairns region is the geographical area covered by the territorial Local Authority of Cairns Regional Council.

SCHEDULE 1.

| Strategic Delivery Priority Areas | Outcome | Indicators | Measures |
|--|--|---|--|
| <p>1. Operation as the peak non-government organisation driving economic development for Tropical North Queensland.</p> | <p>Coordinated monitoring, review, management and delivery drive of the TNQREP, to achieve collaboration and ongoing commitment by all stakeholders to deliver and promote sustainable economic development across the TNQ region.</p> | <p>Leadership of delivery, monitoring, review, promotion and reporting on performance of the TNQREP.</p> <p>Working in partnership with Councils to promote sustainable economic development in Cairns and Tropical North Queensland.</p> | <p>i. TNQREP formal monitoring and review process established and commenced within three months of the launch date of the TNQREP and reported by Advance Cairns to Council on an annual basis.</p> <p>ii. Coordination by Advance Cairns of a six-monthly regional (TNQ) economic development stakeholders' forum, facilitating discussion on programs, priorities and progress.</p> |
| <p>2. Investment Attraction</p> | <p>Delivery of targeted programs to attract and retain investment in Cairns</p> | <p>Targeted investment attraction programs delivered by Advance Cairns, in the context of the Cairns Investment Attraction Strategy (to be developed by Council and completed by December 2011), targeting inward investment in Cairns and new employment creation.</p> <p>Programs delivered to include, but not be limited to: identifying and engaging with prospective investors; facilitating priority applications for Queensland Inward Investment Strategy funding; and supporting the delivery, in partnership with Council, of an annual regional investment forum.</p> | <p>i. Delivery of investment attraction programs to include reaching at least 200 prospective companies and at least 50 multiplier agencies (e.g. investment advisors).</p> <p>ii. Delivery and outcomes to be reported as part of Advance Cairns' regular reporting to Council.</p> |

| Strategic Delivery Priority Areas | Outcome | Indicators | Measures |
|---|--|---|---|
| <p>3. Government support and awareness: Raising the profile and awareness of the Cairns region's economic development priorities, needs and opportunities by State and Federal Government.</p> | <p>Cairns Region strongly represented by lobbying and advocacy by a non-governmental organisation on behalf of the community of Cairns.</p> | <p>Organisation and leadership of advocacy missions to lobby Queensland and Federal Government as deemed necessary by Advance Cairns Board and Council</p> <p>Preparation of half yearly report for Advance Cairns Board and Council outlining top five priorities for regional advocacy.</p> | <p>i. A minimum of six delegations from Cairns and/ or to Cairns per year involving State and Federal Government representatives, with outcomes and feedback reported to Council.</p> |
| <p>4. Increasing non-Council funding of Advance Cairns' to support increased delivery of programs to achieve economic development outcomes for Cairns in line with the TNQREP.</p> | <p>Utilising Council's core funding as leverage to attract additional funding to support economic development for the Cairns region in line with the TNQREP.</p> | <p>Level and range of additional funding secured for Cairns region</p> | <p>i. Additional funding achieved by Advance Cairns to support delivery of programs in the Cairns region, to target to achieve at least three times the level of Council's core funding to Advance Cairns per annum.</p> <p>ii. Funding secured to be reported as part of Advance Cairns' regular reporting to Council.</p> |