SISTER CITIES AND INTERNATIONAL RELATIONS REVIEW

I. Lowth : 1/54/5-03: #3449536v2

RECOMMENDATION:

It is recommended that:

1. The overarching International Relations Policy (Appendix 1 of Attachment 1) be adopted by Council to provide a policy framework for all international activities undertaken by Council.

2. The existing Policies referred to in the proposed International Relations Policy (Appendix 1 of Attachment 1) be reviewed to ensure consistency with and support of the intent of the new Policy.

3. A comprehensive International Activities Plan be developed (subject to budget and resourcing) to identify priorities for:
   - Sister Cities
   - Trade Missions
   - Out-bound delegation / In-bound delegations
   that complements and has clear connections with Council’s:
   - Economic Development and Innovation strategy
   - Events Strategy
   - Cultural Plan
   - Community Development Strategic Plan, and
   - any other relevant Council strategic plan.

4. Council formally retains all existing Sister Cities relationships but that future Sister City activities be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns.

5. The task of responding to any new Sister City opportunities for Cairns be considered in the context of developing the International Activities Plan recommended above, but only as a lesser priority to activities associated with the maintenance of existing relationships.

6. The revised Sister Cities Policy (Appendix 2 of Attachment 1) be adopted by Council, noting that the major changes include
   - alignment with Council’s Advisory Committee Charter
   - cross-referencing to the broader International Relations Policy and other relevant Policies
- revised membership arrangements for the Advisory Committee; and

7. Current Sister Cities committee members be advised that their current terms will expire at the end of June 2012, that their contributions have been greatly appreciated and that they are invited to re-apply for membership when community membership positions are advertised in mid 2012 (with appointments to be made by the new Council).

INTRODUCTION:

This report addresses the outcomes of a review into Council’s Sister Cities and international relations activities.

BACKGROUND:

Council has an existing Sister Cities Management General Policy but does not have an overarching policy covering the broad collective of international relations activities. Most matters are dealt with either in accordance with long standing practices or on a reactive basis as opportunities arise.

The types of activities include:

Sister Cities
- Hosting inbound Sister City activities
- Contributing to Sister City activities in those cities

Other International Visitors
- Hosting other inbound delegations that are:
  - fact finding; and / or
  - looking to establish local alliances (economic, cultural, sporting, social)

Trade Missions
- Outbound trade missions for the benefit of local business

Other Councillor and staff travel
- Other overseas travel by Councillors and staff that are:
  - fact finding; and / or
  - professional development; or
  - associated with Australia & New Zealand Local Government Chief Officers’ Group

Overseas Aid
- Overseas aid eg under the Commonwealth Local Government Good Practice Scheme

Council’s current Sister Cities are:
- Lae, PNG
- Minami, Japan
- Oyama, Japan
There are no Friendship Cities at this point in time.

COMMENT:

A comprehensive review has been undertaken of the content area, including an assessment of the following source material:

- Current CRC Sister Cities Management General Policy
- Report of CRC Sister Cities Activities for 2010-11
- CRC International Delegations – inbound and outbound history
- Feb 2010 Biennial Review of Sister Cities Relationships
- Australian Sister Cities Association Inc documentation
- Benchmark Review – Latrobe City International Relations Plan 2011-2014
- Benchmark Review – Gold Coast City International Connections
- Benchmark Review – Brisbane City Council
- Benchmark Review – Toowoomba Regional Council
- Commonwealth Local Government Good Practice Scheme
- Article: “Sister Cities and Economic Development: A New Zealand Perspective”
- Desktop preliminary assessment of international cities with which Cairns currently has strong economic links
- Article: “Sister Act, Reinvigorating the Sister Cities Program”

The assessments and conclusions have been summarised in the attached Review Report (Attachment 1).

The report recommends the following:

Refer Section 3.1:

1. That the overarching International Relations Policy (Appendix 1 of Attachment 1) be adopted by Council to provide a policy framework for all international activities undertaken by Council. This Policy
   - Sets the aim of achieving a balance between economic, social and cultural outcomes through international activities
   - Covers all international related activities
   - Clarifies responsibilities
   - Cross references all other related Policies

2. That the existing Policies referred to in the proposed International Relations Policy (Appendix 1 of Attachment 1) be reviewed to ensure consistency with and support of the intent of the new Policy.
Refer Section 3.2:

3. That a comprehensive International Activities Plan be developed (subject to budget and resourcing) to identify priorities for:
   - Sister Cities
   - Trade Missions
   - Out-bound delegations / In-bound delegations that complements and has clear connections with Council’s:
     - Economic Development and Innovation strategy
     - Events Strategy
     - Cultural Plan
     - Community Development Strategic Plan

Refer Section 3.3

4. That Council formally retains all existing Sister Cities relationships but that future Sister City activities be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns.

5. That the task of responding to any new Sister City opportunities be considered in the context of developing the International Activities Plan recommended above, but only as a lesser priority to activities associated with the maintenance of existing relationships.

Refer Section 3.4

6. That the revised Sister Cities Policy (Appendix 2 of Attachment 1) be adopted by Council, noting that the major changes include
   - alignment with Council’s Advisory Committee Charter
   - cross-referencing to the broader International Relations Policy and other relevant Policies
   - revised membership arrangements for the Advisory Committee

7. That current Sister Cities committee members be advised that their current terms will expire at the end of June 2012, that their contributions have been greatly valued and that they are invited to re-apply for membership when community membership positions are advertised in mid 2012 (with appointments to be made by the new Council).

Sister Cities Advisory Committee – alternative governance arrangement

In reviewing the report at Attachment 1, external members of the current Advisory Committee have recommended an alternative governance model for the Sister Cities Committee. The Committee proposes that it be established as a separate legal entity, as a Sister Cities Association along the lines of the Association servicing the Sunshine Coast community.

The following extracts have been taken from the Sunshine Coast Sister Cities Association website.
“The Sunshine Coast Sister Cities Association supports the formal Sister City and Friendship City agreements which the Sunshine Coast Regional Council has in Japan, England, China, Papua New Guinea and New Caledonia. We are a voluntary organization made up of community members here on the Sunshine Coast. The range of activities supported by the Association is broad and includes educational, cultural and business exchanges which can provide mutual benefit to the parties involved. We encourage other local organizations to develop their links and through our network of contacts in the Sister Cities, we are able to provide assistance in the startup phase.”

“The Association commits to work in close partnership with the Sunshine Coast Regional Council, to add value to Council’s various corporate activities and when needed, seek advice and guidance from Council.

The Sunshine Coast Sister Cities Association shall endeavour to focus on the following key interest areas in support of Sunshine Coast’s Regional Council’s objectives:

- Cultural friendships and exchanges
- Schools and youth exchanges and visits
- Promotion and assistance in the support of visiting delegations
- Promotion of the State’s educational training opportunities
- Support for trade and economic opportunities

The Association shall not at any time enter into new Sister or Friendship City Agreements without the approval in writing of the Sunshine Coast Regional Council.

The Association warrants that at all times it shall act in the best interests of the Sunshine Coast community by encouraging and supporting actions and programs which seek to enhance the cultural diversity and cultural understanding of the wider region and our international relationships.”

“The Sunshine Coast Sister Cities Association is a community based organization of volunteers who share the commitment to promote international friendships and cooperation to enhance the cultural diversity of the Sunshine Coast. Many have an overseas background themselves and others have developed their own strong relationships throughout the globe. Annual Membership Fees are just $30 and generally we meet on a monthly basis. Amongst the members of the Sunshine Coast Sister Cities Association you will find business people, teachers, professionals, retired members, artists and musicians. In fact our membership is as diverse as our cultural backgrounds and interests. One thing for sure however is that all our members actively contribute to the success of our cultural exchanges, school visits, art programs, trade and investment linkages and in the many aspects of education.”
This arrangement is similar to the previous Cairns City Council and Cairns Sister Cities Association arrangement that existing in the 1990s, until its dissolution in late 2001. While there was evidence of the Association’s success around Conference hosting and exchanges, by the late 1990’s, early 2000’s, it was considered that the arrangement was not achieving its full potential, linked in part to waning membership and to the arms length association with Council (and resultant lack of access to Council resources). At one stage in 1999, there were no nominations for the Association’s Management Committee. The new Council (post the 2000 Local Government elections) undertook the necessary steps to dissolve the external entity and to create the Advisory Committee that operates today.

A return to this arrangement or similar (in place of the proposed revised Advisory Committee arrangement) is not supported. The proposed revised Advisory Committee arrangement aims to deliver clearer direction in the management of the Sister Cities function (with opportunity to leverage existing Council resources) while retaining decision making control within Council.

**CONSIDERATIONS:**

**Corporate and Operational Plans:**

Sister Cities: The Office of the Mayor through the Mayor’s PA is currently the primary resource for supporting the activities of the Advisory Committee. It is intended that while protocol requires the Office of the Mayor remains a key point of contact, administrative support for the Committee will be provided by the Personal Assistant to the General Manager Community Sport and Cultural Services. While the budget environment prevents assigning additional dedicated resources, revamping the membership and inviting additional officers to the Committee meetings will offer some potential to leverage existing, in-kind resources and assistance from across Council.

Outbound Trade Missions: Many of these visits have historically been coordinated by Advance Cairns. More recently it has been the Office of the Mayor that has taken the lead in managing Council’s involvement. In future it is planned that Council involvement be jointly coordinated by the Office of the Mayor and Economic Development and Innovation Branch.

Inbound Delegations: The attached Administrative Instruction (Appendix 3 of Attachment 1) formalises roles and responsibilities in relation to the management of delegations.

Outbound Councillor and staff engagements: Managed in line with existing operational reporting arrangements and responsibilities.

International Aid projects: Managed in line with existing operational reporting arrangements and responsibilities. Occur generally only where external funding is available to support Council participation.
Statutory:

Council engages in a range of international related activities where there is benefit to be derived for the residents of the local government area. The following extract from the *Local Government Act 2009* provides for this.

s.9 Powers of local governments generally

(1) A local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area.

(2) However, a local government can only do something that the State can validly do.

(3) When exercising a power, a local government may take account of Aboriginal tradition and Island custom.

(4) A local government may exercise its powers—

(a) inside the local government area; or

(b) outside the local government area (including outside Queensland)—

(i) with the written approval of the Minister; or

(ii) as provided in section 10(5).

(5) When a local government is exercising a power in a place that is outside its local government area, the local government has the same jurisdiction in the place as if the place were inside its local government area.

Policy:

The proposed new International Relations General Policy is intended to provide an overarching framework for and is to be read in conjunction with the following General Policies:

- Sister Cities Management (1:06:21),
- Council’s Role in Regional Economic Development (1:05:02),
- Entertainment and Hospitality Expenditure (1:02:43),
- Arts and Culture (1:06:23),
- Corporate Sustainability (1:04:01),
- Staff Exchange and Secondments (1:02:51);
- Conference Attendance Councillors (1:02:02) and
- Investment Attraction Interim (1:05:11).

Financial and Risk:

No additional resource allocations are proposed as a consequence of this review.

It is expected that risks to Council reputation and of missed opportunities will be lower with the adoption of an overarching Policy and confirmation of operational arrangements and responsibilities for various elements.
Sustainability:

<table>
<thead>
<tr>
<th>Resources: 50%</th>
<th>Environment: 50%</th>
<th>Community: 80%</th>
<th>Governance: 50%</th>
</tr>
</thead>
</table>

Enhancing Community Health and Wellbeing
17. c) The activity involves the delivery of a new or improved community program.
18. c) The activity includes actions that will provide/improve access to services for all members of the community.
20. c) The activity meets or exceeds Service Standards.

Delivering Sound Governance and Economic Management
21. c) The activity will support employment in the region, via external businesses or by increasing jobs within Council.
26. a) There is no funding for extra resources.

CONSULTATION:

- Representatives of benchmarked local governments
- Sister Cities Advisory Committee members
- Office of the Mayor
- Economic Development and Innovation Branch
- Creative Cairns Branch
- Marketing and Communications Branch
- Governance Branch

OPTIONS:

That the recommendations outlined in the Comment Section above are adopted by Council; or

That the recommendations outlined in the Comment Section above are adopted by Council, with the exception that the proposed Sister Cities Policy is amended to reflect the creation of a Cairns Sister Cities Association in place of an Advisory Committee, with a report to be brought back to Council with an amended Policy and details of how such a policy position would be implemented.

CONCLUSION:

It is recommended the recommendations outlined in the Comment Section above are adopted by Council.
ATTACHMENTS:

Attachment 1: Sister Cities and International Relations Review Report Jan 2012 (#3206296)

Fiona Wilson  
Manager Economic Development and Innovation

Ian Lowth  
General Manager Community, Sport and Cultural Services
Sister Cities & International Relations

Review Report

Jan 2012
SISTER CITIES AND INTERNATIONAL RELATIONS

Summary

This report provides recommendations around the future policy and strategic direction of Cairns Regional Council in relation to international activities including Sister Cities relationships.

1. COUNCIL AIMS AND ACTIVITIES:

Council engages in a range of international related activities where there is benefit to be derived for the residents of the local government area. The following extract from the Local Government Act 2009 provides for this.

s.9 Powers of local governments generally
(1) A local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area.
(2) However, a local government can only do something that the State can validly do.
(3) When exercising a power, a local government may take account of Aboriginal tradition and Island custom.
(4) A local government may exercise its powers—
   (a) inside the local government area; or
   (b) outside the local government area (including outside Queensland)—
      (i) with the written approval of the Minister; or
      (ii) as provided in section 10(5).
(5) When a local government is exercising a power in a place that is outside its local government area, the local government has the same jurisdiction in the place as if the place were inside its local government area.

The types of “international” activities that Cairns Regional Council has traditionally been involved in includes:

Sister Cities
○ Hosting inbound Sister City activities
○ Contributing to Sister City activities in those cities

Other International Visitors
○ Hosting other inbound delegations that are:
   - fact finding; and / or
   - looking to establish local alliances (economic, cultural, sporting, social)

Trade Missions
○ Outbound trade missions for the benefit of local business

Other Councillor and staff travel
○ Other overseas travel by Councillors and staff that are:
   - fact finding; and / or
   - professional development; or
   - associated with Australia & New Zealand Local Government Chief Officers' Group

Overseas Aid
○ Overseas aid eg under the Commonwealth Local Government Good Practice Scheme

In conducting these activities due regard is given to
○ the Strategic Directions of Council’s Community Plan, and
○ the specific Objectives and Strategies of Council’s Corporate Plan.
2. SISTER CITY ORIGINS AND DIRECTIONS

Today’s sister city movement dates to the active endorsement and support of United States President Dwight D. Eisenhower. At a White House conference on citizen diplomacy in September 1956, he told delegates that “two deeply held convictions unite us in common purpose. First is our belief in effective and responsive local government as a principal bulwark of freedom. Second is our faith in the great promise of people-to-people and sister city affiliations in helping build the solid structure of world peace”. Twinning arrangements, as they are more generally known in Europe, certainly existed before then, and indeed Sister Cities International documents an informal relationship between New Bern, North Carolina and Bern, Switzerland dating to 1710. The concept took hold in the wake of World War I as a contribution to the process of reconciliation between the countries and communities of Europe. But it was in the 1950’s that formal sister city relationships started to proliferate in both number and variety of purpose. The post-war influence of the USA on international affairs gave the movement a particularly American flavour, based solidly around grass-roots, community, people-to-people exchange and understanding, and the ideal of world peace. (Cross, 2010)

The following further observations from Cross’s article “Sister Cities and Economic Development: A New Zealand perspective 2010”, provide a good summary of the challenges and opportunities facing current day Sister City arrangements in Australia as well as New Zealand.

- 6 decades on, “it’s a very different geo-political, economic and technological environment, with countless linkages of all types extending to all corners of the globe”
- Sister City relationships (intended as a grass roots people-to-people movement) increasingly face greater demands for evidence of economic benefit
- “Approaches of different authorities and their communities to the operation of their sister city activities are as many and diverse as the very backgrounds of the relationships themselves”
- NZ 2007 – average 16 hrs per week staff resource for those Councils with international relations (2004 – 13 hrs); but volunteer effort is presumed to be significantly greater
- “direct community activity remains a predominant part of the sister city fabric at an operational level”
- Debate exists over the optimum balance between council and community involvement
- Chinese and Japanese perspective – “sister cities links are overwhelmingly intended to deliver cultural and educational exchange policy …. Part of an officially mandated internationalisation programme”
- Given Australian cities and their desire for economic outcomes, there is potential for an imbalance in expectations
- Research conclusion – an integrated approach “strives for a balance of cultural, political, social and economic development for both cities, and insists on tangible results in all of these priority areas”
- An economic development focus is unquestionably justified given the public investment required to achieve sister cities success
- The upsurge in economic focus has come in tandem with the growth of our links with China
- A focus predominantly or solely on economic aspects of a sister city relationship may create the perception that the business community is benefiting at the expense of the intended beneficiaries of the Sister Cities movement – the general public.
- “excessive political sensitivity to a public view that sister cities are bywords for wastage of ratepayer funding”
- Acknowledging the requirement for balance, its time to leverage the links established so far for direct, private enterprise purposes; requires direct firm-level action (local government providing practical support)
- “in general terms, tourism and education business have been the “low hanging fruit” of sister city firm-level targeting”

3. REVIEW CONCLUSIONS

A range of materials from sources within and external to Council were reviewed for the purpose of informing this report. An assessment of each has been carried out and conclusions drawn to inform Council’s:
1. Policy framework
2. Strategic direction setting approach
3. Status of existing Sister Cities and possible new cities
4. Advisory Committee arrangements
5. Resourcing and support of this area. (Councillor role, staff role, volunteer role)

### 3.1 Policy framework

With respect to international relations, Council is currently serviced by General Policies covering
- Sister Cities
- Council’s Role in Regional Economic Development (covers Mayor’s role in leading trade missions)
- Entertainment and Hospitality Expenditure (covers hosting of events)

**ACTION 1:** It is recommended that the attached (Appendix 1) overarching International Relations Policy be adopted by Council to provide a policy framework for all international activities undertaken by Council. This Policy
- Sets the aim of achieving a balance between economic, social and cultural outcomes through international activities
- Covers all international related activities
- Clarifies responsibilities
- Cross references all other related Policies

**Responsible Officer:** Manager Governance

**ACTION 2:** It is intended that the existing Policies referred to above be reviewed to ensure consistency with and support of the intent of the new International Relations Policy.

**Responsible Officer:** As listed in each Policy.

### 3.2 Strategic / tactical direction setting approach

Council does not have a strategic or tactical plan to guide its Sister City activities. Activities revolve around Committee capacity to undertake projects and in re-action to visits from City delegations.

Council’s trade mission involvement was historically coordinated by Advance Cairns. However with recent changes in that organisation’s scope of activities, there is a requirement for Council to determine its desired objectives and activities regarding trade missions.

Council has recently completed an Economic Development and Innovation Strategic Plan. Delivery Priority 5, Export Promotion, refers:

“Local economic prosperity is contingent upon the export propensity of local business and industry. Cairns supports a significant export focused economy, largely as a result of the regions international airport and sea port. This strategy supports the lead role of the Queensland Government in building the export capacity of the region.”

Related key priorities and actions listed in this strategy include:
- capitalising and fostering economic development opportunities through international relationships. Measure: Targeted and prioritised CRC trade mission and international delegation program (in-bound & out-bound)
- Review and identify economic opportunities through existing Sister cities relationships. Measure: Complete review and opportunities identified and number of opportunities actioned

Other Councillor and staff travel requirements are addressed on a case by case basis.

Overseas aid projects are primarily only considered when external funding sources are available and internal capacity allows.
ACTION 3: It is recommended that a comprehensive International Activities Plan be developed (subject to budget and resourcing) to identify priorities for:
- Sister Cities
- Trade Missions
- In-bound delegations
- Out-bound delegations
that complements and has clear connections with Council’s:
- Economic Development and Innovation strategy
- Events Strategy
- Cultural Plan
- Community Development Strategic Plan

Responsible Officer: Manager Economic Development and Innovation; Manager Marketing and Communications

3.3 Status of Existing Sister Cities and possible new Cities

While there has largely been only Cairns-initiated contact with a number of Council’s existing Sister Cities in recent times, the history and culture of how Sister City relationships are managed across the globe is such that dormancy is accepted rather than termination of any relationships.

ACTION 4: It is recommended that Council formally retains all existing relationships but that future Sister City activities be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns. This should be reflected in a future Sister City Strategic Plan (should resources be identified to develop this Plan).

The identification of the United Kingdom, New Zealand, Italy, Guam, India and Korea as countries with potential for future Sister City interaction (based on quadruple bottom line criteria) is acknowledged. Notwithstanding the quadruple bottom line approach, any case for future consideration would need to demonstrate strong potential for mutually beneficial business outcomes.

However, it is also noted that Council’s seven existing Sister City relationships is a large number when compared with other local governments across Australia. Because there are only limited resources that Council has available to put towards Sister Cities activities, the addition of a new City is seen as a lesser priority compared to the maintenance and re-invigoration of existing relationships that offer potential for strong quadruple bottom line outcomes.

ACTION 5: It is recommended that the task of responding to any new Sister City opportunities be considered in the context of developing the International Activities Plan recommended above, but only as a lesser priority to activities associated with the maintenance of existing relationships.

3.4 Sister City Advisory Committee arrangements

The current Committee arrangements require modification to ensure appropriate consistency of approach across the range of Council Advisory Committees.

ACTION 6: It is recommended that the attached (Appendix 2) revised Sister Cities Policy be adopted by Council. The major changes include
- alignment with Council’s Advisory Committee Charter
- cross-referencing to the broader International Relations Policy and other relevant Policies
- revised membership arrangements for the Advisory Committee
A revamped membership framework is recommended that includes individual members having lead responsibility for individual City relationships and additional members with strong capabilities in relation to:
- International business
- Education
- Sports
- Arts and culture

**ACTION 7:** It is recommended that current Sister Cities committee members be advised that their current terms will expire at the end of June 2012, that their contributions have been greatly appreciated and that they are invited to re-apply for membership when community membership positions are advertised in mid 2012 (with appointments to be made by the new Council).

### 3.5 Resourcing and support

**Sister Cities:** The Office of the Mayor is a key point of contact from a protocol perspective in many of the Sister City activities. However the Personal Assistant to the General Manager Community, Sport and Cultural Services will replace the Mayor’s PA as the primary resource for supporting the activities of the Advisory Committee. While the budget environment prevents assigning additional dedicated resources, revamping the Committee membership and inviting additional officers to the Committee meetings will offer some potential to leverage existing, in-kind resources and assistance from across Council.

**Outbound Trade Missions:** Many of these visits have historically been coordinated by Advance Cairns. More recently it has been the Office of the Mayor that has taken the lead in managing Council’s involvement. In future it is planned that Council involvement be jointly coordinated by the Office of the Mayor (through the Mayor’s Executive Officer) and Economic Development and Innovation Branch.

**Inbound Delegations:** The attached (Appendix 3) Administrative Instruction formalises roles and responsibilities in relation to the management of delegations.

**Outbound Councillor and staff engagements:** These activities are managed in line with existing operational reporting arrangements and responsibilities.

**International Aid projects:** These activities are managed in line with existing operational reporting arrangements and responsibilities. They occur generally only where external funding is available to support Council participation.

### 4. ASSESSMENTS OF SOURCE MATERIAL

The following summary information and conclusions have been drawn from the material collated for the purpose of this review. Copies of source documents have been retained with Council’s corporate document management system.

#### 4.1 Current CRC Sister Cities Management General Policy

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Policy was reviewed and adopted by Council in September 2009</td>
<td>Policy requires updating</td>
</tr>
<tr>
<td>Covers Sister Cities and Friendship Cities</td>
<td>Review Committee membership in light of new Advisory Committee Charter; Councillors to revert to being “observers”</td>
</tr>
<tr>
<td>However no current Friendship Cities</td>
<td>Recommend nominating specific terms for Committee members to ensure revitalisation, as per other Advisory Committee arrangements and the “Charter”</td>
</tr>
<tr>
<td>Sister City relationships to be reviewed bi-annually against set criteria – 2010 review completed</td>
<td></td>
</tr>
<tr>
<td>Non-sustainable Sister City relationships can be reclassified as Friendship Cities</td>
<td></td>
</tr>
<tr>
<td>Includes Terms of Reference for Sister Cities Committee</td>
<td></td>
</tr>
</tbody>
</table>
4.2 Report on CRC Sister Cities Activity 2010-11

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ The Sister Cities Committee has been increasingly active for the past three years, with consistent administrative support being provided by the Mayor's Personal Assistant.</td>
<td>▪ Recent performance presents a compelling case to continue to support Sister Cities activities generally</td>
</tr>
<tr>
<td>▪ Website up to date; maintained by Mayor's PA</td>
<td>▪ Focus has been primarily on cultural activities, given the preferences of current Committee members; involves collaborations with Council’s Cultural teams</td>
</tr>
<tr>
<td>▪ The membership has been stable; although one member has not attended any meetings in 2010 and 2011.</td>
<td>▪ Recommend looking at broader / revised Committee membership to encourage sporting, environmental and economic activities</td>
</tr>
<tr>
<td>▪ 2010-11 activity included</td>
<td>▪ Strong ownership and support from the Mayor’s previous PA energised the Committee – officer went above and beyond the scope of her role and provided additional unpaid hours</td>
</tr>
<tr>
<td>- Cairns Sister Cities Youth Ambassador Program hosting invited students from each city during first week of Aug 11</td>
<td>▪ While there is a case for appointment of a part-time officer (0.5 FTE) dedicated to Sister Cities activities, this is not recommended given Council’s current financial position</td>
</tr>
<tr>
<td>- investigation of possible Artists in Residence program</td>
<td>▪ Instead it is recommended that while the Office of the Mayor continues to be involved in Sister Cities activities as protocols demand, responsibility for managing the business of the Advisory Committee shifts to the Personal Assistant for the General Manager Community, Sport and Cultural Services</td>
</tr>
<tr>
<td>- Mayor’s, Cr Forsyth visits to Oyama</td>
<td>▪ Expanded and revised Committee membership should also strengthening resourcing of specific activities</td>
</tr>
<tr>
<td>- Cairns Student travel to Oyama and Minami</td>
<td></td>
</tr>
</tbody>
</table>
4.3 CRC International Delegations

Inbound – recent history

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Requests are currently coordinated via the Office of the Mayor</td>
<td>▪ Opportunity perhaps to promote Cairns further to this market (via the agencies that facilitate the contacts) to leverage the contact for economic gain</td>
</tr>
<tr>
<td>▪ Logistics of visit generally well managed</td>
<td>▪ Specifically, consider value adding to delegations through further linking them with local commercial suppliers in their fields of interest</td>
</tr>
<tr>
<td>▪ Requests are most frequently received from two agents</td>
<td>▪ Supports a case for establishing a broader Policy for Council around international interactions</td>
</tr>
<tr>
<td>▪ 12 delegations received during the 12 month period to June 2011; 11 from China and 1 from PNG</td>
<td>▪ While logistical responsibility for managing delegations could continue to rest with the Office of the Mayor (with support from Marketing and Communications Branch), Economic Development Branch could be tasked with responsibility for value adding through promotion of Cairns as a “delegation friendly” city and enhancing the commercial connections made by delegations when in Cairns.</td>
</tr>
<tr>
<td>▪ 5 were concerned with economic development</td>
<td>▪ It is recommended that procedures for managing Inbound Delegations be formalised through an Administrative Instruction</td>
</tr>
<tr>
<td>2 with Cultural / community matters</td>
<td></td>
</tr>
<tr>
<td>6 with technical matters (planning, infrastructure, HR)</td>
<td></td>
</tr>
<tr>
<td>(NB 1 covered all three areas)</td>
<td></td>
</tr>
<tr>
<td>▪ Drop off in activity in recent months; some recent focus of delegations on environmental matters</td>
<td></td>
</tr>
<tr>
<td>▪ Recent Minister Rudd arranged visit with Foreign Embassy staff not Council managed but indicated value in delegations</td>
<td></td>
</tr>
<tr>
<td>▪ System largely reactive to approaches made to Council</td>
<td></td>
</tr>
<tr>
<td>▪ Responses are generally limited to the time that the delegations are here</td>
<td></td>
</tr>
<tr>
<td>▪ Capacity of Council staff to provide follow-up consultancy services very limited due to focus on local delivery of core business</td>
<td></td>
</tr>
</tbody>
</table>
Outbound - CRC delegations / overseas travel – recent history

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Name</th>
<th>Position</th>
<th>Destination</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>Cr Val Schier</td>
<td>Mayor</td>
<td>China</td>
<td>Trade Mission with TTNQ</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Robert Leeds</td>
<td>Executive Advisor to the Mayor</td>
<td>China</td>
<td>Trade Mission</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Cr Val Schier</td>
<td>Mayor</td>
<td>Japan</td>
<td>TTNQ Trade Mission + Sister City Visit</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Krystyn James</td>
<td>PA to the Mayor</td>
<td>Japan</td>
<td>TTNQ Trade Mission + Sister City Visit</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Robert Leeds</td>
<td>Executive Advisor to the Mayor</td>
<td>USA</td>
<td>International Leadership Symposium</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Cr Alan Blake</td>
<td>Councillor</td>
<td>China</td>
<td>Chinese Study Program</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Sarah Philpott</td>
<td>GM Corporate Services</td>
<td>Vanuatu</td>
<td>CWlh Local Gov Forum</td>
</tr>
<tr>
<td>2010-2011</td>
<td>SteveTyler</td>
<td>Manager Infrastructure Mgmt</td>
<td>New Zealand</td>
<td>IPWEA Asset Mgmt Technical Tour</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Andrea Jeynes</td>
<td>Project Manager AMGP</td>
<td>New Zealand</td>
<td>IPWEA Asset Mgmt Technical Tour</td>
</tr>
<tr>
<td>2009-2010</td>
<td>LynRussell</td>
<td>CEO</td>
<td>Dunedin, New Zealand</td>
<td>Local Government Chief Officer Group Meeting</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Katrina Houghton</td>
<td>Economic Development Officer</td>
<td>Port Moresby, Papua New Guinea</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Robert Leeds</td>
<td>Executive Advisor to the Mayor</td>
<td>Port Moresby, Papua New Guinea</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Cr Val Schier</td>
<td>Mayor</td>
<td>Guam</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Cr Dianne Forsyth</td>
<td>Councillor</td>
<td>Christchurch, New Zealand</td>
<td>Safe Communities 2008 Conference</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Pam Maher</td>
<td>Co-ordinator Safe Communities Project</td>
<td>Christchurch, New Zealand</td>
<td>Safe Communities 2008 Conference</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Simon Page</td>
<td>Wastewater/BNR Project</td>
<td>Hungary, Germany</td>
<td>Attend Factory Acceptance of Membranes (China)</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Robert Leeds</td>
<td>Executive Advisor to the Mayor</td>
<td>Guam</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Dennis Quick</td>
<td>Former Council</td>
<td>China</td>
<td>Refund for China Airfares - November 2007</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Cr Kevin Byrne</td>
<td>Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Brad Finegan</td>
<td>Manager Project Services</td>
<td>Singapore</td>
<td>Project Managers Conference</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Andrew Baxter</td>
<td>Preconstruction co-ordinator</td>
<td>Singapore</td>
<td>Project Managers Conference</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Cr Kevin Byrne</td>
<td>Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2006-2007</td>
<td>David Farmer</td>
<td>CEO</td>
<td>New Zealand</td>
<td>Local Government Chief Officer Group Meeting</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Patrick Brown</td>
<td>Manager Human Resources</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Dr Quick</td>
<td>Executive Advisor to the Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Cr K Byrne</td>
<td>Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Dr D Forde</td>
<td>Councillor</td>
<td>Singapore</td>
<td>Opening of Singapore National Library</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Cr M Gill</td>
<td>Councillor</td>
<td>Japan</td>
<td>Attend official opening of Omoigwa Building</td>
</tr>
<tr>
<td>2005-2006</td>
<td>D Crossley</td>
<td>Employee</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Cr A Sheppard</td>
<td>Councillor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2004-2005</td>
<td>B Smyth</td>
<td>Employee</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Dr Farmer</td>
<td>CEO</td>
<td>New Zealand</td>
<td>Local Government Chief Officer Group Meeting</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Dr Farmer</td>
<td>CEO</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Dr Quick</td>
<td>Executive Advisor to the Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2004-2005</td>
<td>Cr K Byrne</td>
<td>Mayor</td>
<td>China</td>
<td>Trade Mission with Advance Cairns</td>
</tr>
<tr>
<td>2004-2005</td>
<td>L Scott</td>
<td>Employee</td>
<td>New Zealand</td>
<td>Local Government Chief Officer Group Meeting</td>
</tr>
<tr>
<td>2004-2005</td>
<td>N Griffett</td>
<td>Employee</td>
<td>PNG</td>
<td>Port Moresby, PNG</td>
</tr>
<tr>
<td>2004-2005</td>
<td>S Devlin</td>
<td>Employee</td>
<td>PNG</td>
<td>Port Moresby, PNG</td>
</tr>
</tbody>
</table>

Observations and assessment

A review of the above table indicates that outbound overseas travel by Councillors and staff falls within the following categories:
- Trade Missions
- Sister City Missions
- Professional Development opportunities for Councillors and staff
- Travel relating to other operational and technical activities of Council

Conclusions and recommendations for CRC consideration

It is recommended that the various categories of overseas travel and the criteria against which proposals will be assessed should be recognised in an International Relations Policy.

The existing General Policy on Council’s Role in Regional Economic Development contains the following statement “The Mayor fulfils a lead role for Council in relation to region wide economic development activities undertaken by or supported by Council. This lead role extends to leading and hosting trade delegations, often at the request of organisations such as..."
4.4 CRC Biennial Review of Sister City Relationships - Feb 2010 Review

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ A broad criteria based assessment of existing and possible future Sister City relationships was carried out.</td>
<td>▪ Consider introducing quadruple bottom line assessments for activities</td>
</tr>
<tr>
<td>▪ Medium to high assessments were made for the following existing Sister Cities of Oyama, Zhanjiang, Lae, Minami</td>
<td>▪ Recommend broadening the Committee representation to facilitate economic, environmental and community/sporting outcomes from the contacts</td>
</tr>
<tr>
<td>▪ Low assessments were made for Riga, Scottsdale and Sidney</td>
<td>▪ Consider involving the following CRC Managers in Committee meetings</td>
</tr>
<tr>
<td>▪ The UK, New Zealand, Italy, Guam, India and Korea were seen as countries with potential for future Sister City interaction (based on quadruple bottom line criteria)</td>
<td></td>
</tr>
<tr>
<td>▪ Recent relationship requests have been received from the Cattania region of Italy and from another Chinese City</td>
<td></td>
</tr>
<tr>
<td>▪ Recent activities (all very well received and almost all of a cultural nature) have mostly been instigated by Cairns</td>
<td></td>
</tr>
<tr>
<td>▪ Zhanjiang interactions during the term of the previous Council were more economic oriented</td>
<td></td>
</tr>
<tr>
<td>▪ However no formal assessments have been carried out post activities</td>
<td></td>
</tr>
</tbody>
</table>

Given recent Cairns initiated engagements with Riga, Scottsdale and Sidney and given the history and culture of how Sister Cities relationships are maintained globally, perhaps difficult to downgrade these cities to Friendship City status. Suggest that resources and effort be focussed on those communities which demonstrate a clear willingness to pro-actively work on maintaining an active relationship with Cairns.

4.5 Australian Sister Cities Association Inc

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ The Association has not been able to maintain its register of Sister City contacts in recent years; Council amalgamations across Australia and non-responses from Councils have been offered as reasons for this (possibly ~470 separate agreements)</td>
<td>▪ A current member of the CRC Committee, Ms Sim Hayward, has recently been appointed to the National Executive</td>
</tr>
<tr>
<td>▪ In the absence of a register, based on observation of a range of Councils, CRC maintaining seven relationships would appear to be at the upper end of the scale (see table below)</td>
<td>▪ The relevance of ongoing Sister Cities relationships has changed but is still supported</td>
</tr>
<tr>
<td>▪ However Assoc still active through - serving as a conduit to Chinese, Japanese, Korean, USA and New Zealand national associations - conducting annual Sister Cities Conference - conducting national Sister Cities Award program</td>
<td>▪ Justification here for ensuring the focus of Sister City relationships is on the full spectrum of the quadruple bottom line</td>
</tr>
<tr>
<td>▪ National Conference attendance numbers</td>
<td>▪ Recommend exploring the potential for a significant national or international Sister Cities Conference in Cairns as a significant business event</td>
</tr>
</tbody>
</table>
have dropped considerably over the last decade (possible because of the impact of amalgamations)

- Awards are across a range of categories (community involvement, youth, assistance to a Sister City, new affiliations, tourism and trade, best publicity by print media) – these offer great examples of the types of exchanges that are occurring and suggest an ongoing relevance for the concept of Sister Cities

<table>
<thead>
<tr>
<th>Council</th>
<th>Number of SCs</th>
<th>China</th>
<th>Japan</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casey, Vic</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>USA, UK</td>
</tr>
<tr>
<td>Mossman, NSW</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>NSW, Norfolk Is, Italy</td>
</tr>
<tr>
<td>Latrobe, Vic</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Gold Coast*</td>
<td>8</td>
<td>1</td>
<td>2</td>
<td>UAE, USA, Taiwan 2, New Caledonia (+ 4 inactive – Greece, Israel, NZ, Mongolia)</td>
</tr>
<tr>
<td>Toowoomba</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>Korea, NZ</td>
</tr>
<tr>
<td>Townsville</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>Korea, PNG</td>
</tr>
<tr>
<td>Mackay</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>Hawaii, Solomon Islands</td>
</tr>
<tr>
<td>Cairns</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>PNG, USA, Canada, Latvia</td>
</tr>
</tbody>
</table>

* also Statements of Intent with 3 Chinese cities

4.6 Benchmark Review: Latrobe City International Relations Plan 2011-2014

Observations and assessment

- Latrobe has half the population and a third the operating budget of CRC
- It has had an International relations program since 2000 with success in
  - attracting international investments
  - cultural exchanges
  - education exchanges
- Recognised as “best overall program” at 2010 Aust Sister City Awards (2 Sister Cities)
- Purpose – “international exchange and cooperation in the fields of economy, trade, science and technology, cultural exchange, education, sports, health and people”
- Sister City Committee re-badged as International Relations Committee – covers Sister Cities and other international relationships
- International Relations Team plays “a key role in assisting with hosting of business delegations and often adds significant value … by working collaboratively with the Economic Development Division; sits under “Events and International Relations” in Recreational and Cultural Liveability Division.
- Dedicated staff and an annual budget for initiatives of ~$80k (+ community fund raising and sponsorships)
- Action Plan around
  - communication activities
  - international investment

Conclusions and recommendations for CRC consideration

- Highlights the benefits from a broader, coordinated focus on international relations, including a greater focus on a smaller number of Sister Cities than Cairns
- Higher level of financial commitment to International Relations than Cairns
- Recommend a broader policy on International Relations be considered for CRC, that complements and has clear connections with the existing General Policies
  - Sister Cities Management
  - Council’s Role in Regional Economic Development
  - Corporate Sustainability Policy
  - Arts and Culture Policy
- Recommend a similar approach to strategic planning for international relations be adopted at CRC, that complements and has clear connections with Council’s
  - Economic Development strategy
  - Events Strategy
  - Cultural Plan
  - Community Development Strategic Plan
4.7 Benchmark Review: Gold Coast City International Connections

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Economic Development Branch is responsible for deriving economic and cultural benefits from the Gold Coast’s Sister City relationships and international connections</td>
<td>▪ Significantly larger city with substantially greater capacity in this area</td>
</tr>
<tr>
<td>▪ Role includes -</td>
<td>▪ Strong emphasis on economic aspects to international relations, leveraging a very high number of international city relationships</td>
</tr>
<tr>
<td>▪ - focus on trade, investment, education and tourism</td>
<td>▪ Would appear that cultural, community, environmental and sporting links are of a lesser priority, unless associated with significant economic benefit</td>
</tr>
<tr>
<td>▪ - enhance relationships with SCs and “Global Digital Cities Network (GDCN)” members, with increasing focus on economic development opportunities</td>
<td></td>
</tr>
<tr>
<td>▪ - promote GC as a destination for international business</td>
<td></td>
</tr>
<tr>
<td>▪ - facilitate inbound delegation requests and assist with outbound trade missions</td>
<td></td>
</tr>
<tr>
<td>▪ - provide protocol advice to international and external stakeholders</td>
<td></td>
</tr>
<tr>
<td>▪ - staff and student exchanges</td>
<td></td>
</tr>
<tr>
<td>▪ 8 active, 4 inactive SCs; 1 Friendship City; 3 Statements of Intent with Chinese cities</td>
<td></td>
</tr>
<tr>
<td>▪ GDCN aim – to enable “cities of the 21st Century to gain a competitive edge using global level cooperative ties to promote the exchange of information, know-how and various activities between local self governments that have set the directions towards the realisation of a knowledge industry-oriented society”</td>
<td></td>
</tr>
<tr>
<td>▪ Trade mission and international economic focus goes beyond the Sister Cities</td>
<td></td>
</tr>
<tr>
<td>▪ Gold Coast City International Connections – staffing</td>
<td></td>
</tr>
</tbody>
</table>

4.8 Benchmark Review: Brisbane City Council

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ 9 Sister City arrangements</td>
<td>▪ Supports greater focus on business outcomes, but not at the expense of other sustained outcomes (ie in addition to)</td>
</tr>
<tr>
<td>▪ Some are dormant but no intention to “delist”</td>
<td>▪ Recommend that the alignment of individual CRC Committee positions and individual Sister Cities be formalised</td>
</tr>
<tr>
<td>▪ Has evolved to include a stronger business focus</td>
<td>▪ Recommend that Committee membership expand to include persons with international business and education capabilities.</td>
</tr>
<tr>
<td>▪ Started as a cultural/civic exchange (still important) but has added mutually beneficial business outcomes to the list of desired outcomes</td>
<td></td>
</tr>
<tr>
<td>▪ Have recently added Abu Dhabi and Hyderabad (India) with a 5 year life span</td>
<td></td>
</tr>
</tbody>
</table>
4.9 Benchmark Review: Toowoomba Regional Council

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed within Economic Development, Tourism and Events area</td>
<td>Again supports the broadening out of the current CRC focus to include economic considerations; but also a reduction in the number of cities to be actively engaged with</td>
</tr>
<tr>
<td>Has 3 sister cities (in Japan, South Korea and NZ)</td>
<td></td>
</tr>
<tr>
<td>Purpose to not only enhance cultural exchange but also to promote and foster strong business opportunities</td>
<td></td>
</tr>
<tr>
<td>Host of the 2011 national conference</td>
<td></td>
</tr>
<tr>
<td>Focus will be on sharing and dissemination of info relating to sister city programs for the benefit of those practitioners wanting to develop and enhance programs</td>
<td></td>
</tr>
</tbody>
</table>

4.10 Commonwealth Local Government Good Practice Scheme

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheme belongs to the C’wlth Local Govt Forum, set up in 1995 to foster action on local democracy in the Cwth</td>
<td>More rigorous evaluation of current Lae project is required before future commitments can be considered; at this stage there seems to be little momentum behind the project</td>
</tr>
<tr>
<td>Scheme aims to bring together local authority partners from different Commonwealth countries to promote local government capacity building – thru focused local government projects</td>
<td>While noting the above, suggest focus of such projects could be on facilitating commercial technical experts to provide the assistance on the ground (subject to external funding)</td>
</tr>
<tr>
<td>Projects currently funded by AusAID include “Cairns and Lae who are developing a waste management strategy and operation”</td>
<td>Assistance of this type should be addressed under a broad International Relations Policy</td>
</tr>
<tr>
<td>Lae project has been difficult to progress because of delays in communications from Lae</td>
<td></td>
</tr>
<tr>
<td>Similar efforts with PNG around 2003/4 failed to get traction due to communication difficulties and difficulties in finding the resource capacity within Council to divert towards these projects (seen as a lesser priority compared to tasks within the LGA)</td>
<td></td>
</tr>
<tr>
<td>Attempts by CCC to provide general assistance to Yarrabah Council were not sustained due to similar reasons</td>
<td></td>
</tr>
</tbody>
</table>
4.11 Article: “Sister Cities and Economic Development: A New Zealand perspective” (Cross, 2010)

Observations and assessment

- 6 decades on, “it’s a very different geopolitical, economic and technological environment, with countless linkages of all types extending to all corners of the globe”
- Sister City relationships (intended as a grass roots people-to-people movement) increasingly face greater demands for evidence of economic benefit,
- “Approaches of different authorities and their communities to the operation of their sister city activities are as many and diverse as the very backgrounds of the relationships themselves”
- NZ 2007 – av 16 hrs per week staff resource for those Councils with international relations (2004 – 13 hrs); but volunteer effort presumed to be significantly greater
- “direct community activity remains a predominant part of the sister city fabric at an operational level”
- Debate exists over the optimum balance between council and community involvement
- Chinese and Japanese perspective – “sister cities links are overwhelmingly intended to deliver cultural and educational exchange policy … Part of an officially mandated internationalisation programme”
- Given Aust economic push = potential for imbalance in expectations
- Research conclusion – integrated approach “strives for a balance of cultural, political, social and economic development for both cities, and insists on tangible results in all of these priority areas”
- Econ development focus is unquestionably justified given the public investment required to achieve sister cities success
- Upsurge in econ focus has come in tandem with the growth of our links with China
- A focus predominantly or solely on economic aspects of a sister city relationship may create the perception that the business community is benefiting at the expense of the intended beneficiaries of the SC movement – the general public.
- “excessive political sensitivity to a public view that sister cities are bywords for wastage of ratepayer funding”
- Acknowledging the requirement for balance, its time to leverage the links established so far for direct, private enterprise purposes; requires direct firm-level action (LG providing practical support)

Conclusions and recommendations for CRC consideration

- This assessment supports the need for a CRC policy position and strategy that encompasses all aspects of a fully-rounded sister city exchange portfolio
- Our existing cities relationships (perhaps with the exception of Zhanjiang) were all based around the original cultural and community drivers for sister city relationships; they may however not be capable of supporting sustainable economic exchanges
- It is recommended that officers further assess each of our existing sister cities for potential in cost-effective leveraging economic exchanges; carry out economic impact assessments of the possible commercial contracts that could be targeted
- This assessment should compare return on effort of Council economic development staff in facilitating these economic connections with the return on their efforts in other ED activities (that is, does the existing SC relationship provide sufficient advantage relative to the cost of facilitating new business connections with new cities that may offer seemingly stronger economic potential for Cairns?)
- Accessibility will favour Chinese, Japanese and PNG cities in this assessment
- Economic development should be in addition to social, cultural and environmental activities associated with our Sister Cities
- “To secure the private enterprise commitment to a sister city relationship that is essential to doing business, and so demonstrate to all in the community some tangible benefits that can only further encourage others from all sectors and walks of life, local governments could better share intelligence and professional guidance on the benefits of their international connections”
- Other aspects to be assessed / opportunities explored:
  - Find out which international cities Cairns has the greatest economic exchanges with
  - Engage in research on matches for our business communities
  - Look to more positive publicity and promotion of the various links in a manner appropriate to the cultural issues that prevail, particularly on the back of the official exchanges that occur at public expense
  - Be more pro-active in effectively researching and introducing the wider opportunities, thus enabling both non-commercial and commercial organisations to assess their involvement using better quality information
- Ensure that any Policy developed around Sister Cities and International relations provides flexibility to respond to the different cultural
• “in general terms, tourism and education business have been the “low hanging fruit” of sister city firm-level targeting”

Country specific observations:

Japan
- “Focuses on people-to-people exchange, including technical cooperation at local government level, as a way of introducing its citizens to the ways of the wider world and so support their endeavours in communication, education and understanding”
- There is a definite contrast between that and contemporary New Zealand’s (substitute Australia’s) more direct approach to economic development as a primary purpose of sister cities – a disparity that needs a full appreciation and some large degree of cultural sensitivity in order for progress to be made
- Business matching is a challenge
- More usual line is to focus at the consumer level on education and tourism

USA
- Historical rationale for sister cities – international peace and understanding through citizen diplomacy – still dominates the nation’s participation in Sister Cities movement
- Econ development plays a proportionately minor role in USA sister city ambitions
- Engaged heavily in assistance for developing nation communities

China
- Economic development is an overt aim
- They are also willing to work with partner cities on a wide range of non-economic exchanges, recognising the benefits to be gained over time from closer understanding between peoples
- Official delegations are a feature of exchanges from China
- However there is opportunity for the host city to assert its wishes for the visit, and to ensure an effective strategy that may have to be cast outside the boundaries of the LGA

4.12 International Cities with which Cairns currently has strong economic links

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The following qualitative, general observations have been provided by resident local economist, Mr Bill Cummings. These comments should only be taken as a guide to assist in defining possible targeted quantitative assessments.</td>
<td>Mr Cummings comments highlight the value in making sure that economic development facilitation is not just centred on existing Sister Cities.</td>
</tr>
<tr>
<td>Question posed: Do you know if there is any data around on which international cities Cairns has the strongest economic connections with; that is, the cities that Cairns has the most number of economic exchanges with? (not sure if that's the same question as the highest value of economic exchanges with?)</td>
<td>Focusing economic development effort on growing existing and targeted new specific “country” or “region” contacts may provide a greater return.</td>
</tr>
<tr>
<td>Response: “Don't have any figures (to hand) but from number and size of flights, I would expect it to be led by Port Moresby and Lae, then probably Tokyo and Osaka, Hong Kong, Auckland, and Singapore, but not sure of the order. Guam would be in there also. If you look at it in terms of overseas companies with investments in the area, I would think the prime links are with Japan (tourism and Cape</td>
<td>It is recommended that this type of research be considered amongst other priorities for Council’s Economic Development team</td>
</tr>
<tr>
<td></td>
<td>It is recommended that existing Sister City exchanges be leveraged for economic development purposes only where it is cost effective to do so.</td>
</tr>
</tbody>
</table>
Flattery). There are increasing links with Chinese companies through hinterland mining interests and Sugar Mills. Not sure what cities. There will be some American links. InterOil is based in Texas. Freeport is also I believe based in Texas, probably in or around Houston. Of course, they have their operations close to Timika in Papua Indonesia. There are a lot of other British and American companies in the area but their links tend to be via Australian offices in the major metropolitan centres and not direct.

If you are looking at possible relationships of some relevance for future contact on tropical technology, I would suggest you might look at cities in the tropics in similar latitudes such as the port cities of Vera Cruz and Acapulco, Mexico, Kingston Jamaica, San Juan Puerto Rico, Bridgetown Barbados, Goa or Chennai in India, Da Nang in Vietnam, Suva Fiji, Madagascar’s port city of Tamatave, and Porto Seguro Brazil.

I would have to do more research to define further. Trust this is helpful. Feel free to discuss.”

4.13 Article “Sister Act, Reinvigorating the Sister Cities Program”, Government News April/May 2011

<table>
<thead>
<tr>
<th>Observations and assessment</th>
<th>Conclusions and recommendations for CRC consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Article highlighting the benefits of the SC movement to local councils and communities</td>
<td>▪ Relevance of a broad spectrum approach to sister cities movement supported</td>
</tr>
<tr>
<td>▪ Suggest relevance is ensured with recent economic development push</td>
<td>▪ Involvement of Marketing and Comms Branch in the Sister Cities Committee and related activities is essential to inform the broader community of the benefits</td>
</tr>
<tr>
<td>▪ Success said to be dependent upon local council politics, quality leadership and marketing techniques</td>
<td>▪ Involvement of Economic, Community and Cultural line managers in sister cities committee activities also supported</td>
</tr>
<tr>
<td>▪ Effective communication and marketing can overcome any of the negative associated with SC and the notion of “council junkets”</td>
<td>▪ Consider an Annual Sister cities celebration (promotion) day</td>
</tr>
<tr>
<td>▪ Custodians should communicate the good news stories</td>
<td>▪ Of all of our Sister Cities, Lae is the one potentially most open to assistance programs; article lends support to our involvement in the Local Government Good Practice Scheme in relation to Lae; however it is also probably one of the most difficult given the capacity of the Lae local authority</td>
</tr>
<tr>
<td>▪ Suggests need to continue to review relationships and their relevance</td>
<td>▪ Provides examples of the charitable side of Sister City relationships</td>
</tr>
<tr>
<td>▪ Important to look for ways to involve young people in the movement, to ensure sustainability of the movement</td>
<td>▪ Willoughby City Council example - strong Chinese community has provided a number of leads in establishing overseas connections</td>
</tr>
<tr>
<td>▪ Involvement of Marketing and Comms Branch in the Sister Cities Committee and related activities is essential to inform the broader community of the benefits</td>
<td></td>
</tr>
<tr>
<td>▪ Involvement of Economic, Community and Cultural line managers in sister cities committee activities also supported</td>
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<td></td>
</tr>
</tbody>
</table>
with Friendship city status
- one has led to establishment of a partnership involving the cities, state govt and universities to create the Healthpac Centre of Excellence in Integrative Medicine

Appendices

Appendix 1: Proposed CRC International Relations General Policy
Appendix 2: Revised CRC Sister Cities General Policy
Appendix 3: Inbound National and International Delegations Administrative Instruction

Ian Lowth
General Manager
Community, Sport and Cultural Services
Appendix 1

Proposed CRC International Relations General Policy

CAIRNS REGIONAL COUNCIL

General Policy

INTERNATIONAL RELATIONSHIP POLICY

Intent

This policy establishes Council’s formal position and policy framework with regards to International Relationships.

Scope

To guide the decision making in establishing and maintaining international relationships.

Context

This policy provides an overarching framework and is to be read in conjunction with the following General Policies:
- Sister Cities Management (1:06:21),
- Council’s Role in Regional Economic Development (1:05:02),
- Entertainment and Hospitality Expenditure (1:02:43),
- Arts and Culture (1:06:23),
- Corporate Sustainability (1:04:01),
- Staff Exchange and Secondments (1:02:51);
- Conference Attendance Councillors (1:02:02) and
- Investment Attraction Interim (1:05:11).

Objectives

International Relationships can generate considerable benefits for Council and the community. These benefits include access to knowledge, stimulus of innovation and creativity and opportunities in establishing long term economic, social, technological and cultural partnerships. Council intends to incorporate these benefits in its overall service delivery program and as such encourages and supports these relationships. The primary focus of International Relationships is to be congruent with Councils strategic priorities and in compliance with current legislation.

The Local Government Act 2009 provides the legislative framework governing international relationships:

s.9 Powers of local governments generally
(1) A local government has the power to do anything that is necessary or convenient for the good rule and local government of its local government area.
(2) However, a local government can only do something that the State can validly do.
(3) When exercising a power, a local government may take account of Aboriginal tradition and Island custom.
(4) A local government may exercise its powers—
(a) inside the local government area; or
(b) outside the local government area (including outside Queensland)—
   (i) with the written approval of the Minister; or
   (ii) as provided in section 10(5).
(5) When a local government is exercising a power in a place that is outside its local government area, the local government has the same jurisdiction in the place as if the place were inside its local government area.

Definitions

International relationships include international activities occurring within the areas of Sister Cities management, economic development initiatives, professional development, management of international events and international aid projects.
Specifically the roles and responsibilities of these activities are categorised below:

1. Sister Cities management.
Sister City relationships affiliate Cairns with cities in other countries where such relationships have a significant positive influence on the communities involved and as such provides a forum for economic, social, technological and cultural interchange.
While the Office of the Mayor is a key point of contact for protocol purposes, the Personal Assistant to the General Manager, Community Sport and Cultural Services is the primary resource for coordinating the activities of the Sister Cities Advisory Committee. This is described in General Policy 1:06:21 (Sister Cities Management) and further detailed in Administrative Instruction, Inbound National and International Delegations.

2. International economic development initiatives
Local economic prosperity is contingent upon the export capacity of local business and industry. The Cairns economy is significantly export focused and international relationships provide the opportunities to foster and enhance this capacity

   a. Outbound trade missions. These visits are jointly coordinated by the Office of the Mayor and the Economic Development and Innovation Branch and are preferably conducted in conjunction with external partner agencies such as State and Federal Government agencies and Tourism Tropical North Queensland. These arrangements are managed in line with existing operational reporting arrangements and responsibilities;

   b. Inbound delegations – Business Development. The roles and responsibilities in relation to the management of these delegation visits are described in Administrative Instruction, Inbound National and International Delegations;

   c. Inbound international events and activities (e.g. movie productions, international sport events). These are managed in line with existing operational reporting arrangements and responsibilities.

3. Professional development.
Professional development refers to the acquisition and sharing of skills, professional profiling, best practice experiences and network development of Councillors and staff through

   a. Outbound Councillor and staff engagements.
   Attendance at international conferences by Councillors is covered in General Policy 1:02:02;
   Staff exchanges and international secondments are covered in General Policy 1:02:51;
   Other staff travel of a professional development nature is managed in line with existing operational reporting arrangements and responsibilities;

   b. Inbound delegations – knowledge seeking. The roles and responsibilities in relation to the management of these delegation visits are described in Administrative Instruction, Inbound National and International delegations.

4. International Aid projects.
Council may provide technical support to a local authority in a developing country, participate in disaster relief efforts or form a capacity building relationship with a local government partner in another country.
These activities are generally externally funded and governed under external programs such as the Commonwealth Local Government Good Practice Scheme administered by the Commonwealth Local Government Forum. Projects and activities are managed in line with existing operational reporting arrangements and responsibilities.
Criteria  Council will be proactive in prospecting for new relationships with a strong focus on economic development outcomes, as well as being responsive to approaches received. Existing partnerships will be used to leverage new and extended opportunities for Council. Relationships will only be entered into if they are sustainable over the agreed period. Resource commitment is crucial in ensuring sustainability.

Requests for international relationship engagements will be assessed in line with the roles and responsibilities outlined above on the basis of congruence with:

- related General Policies. These are listed in the Context section of this policy;
- related Corporate objectives as described in Council’s current Community Plan, Corporate Plan and Operational Plans;
- related current strategic planning including:
  - Cairns Economic Development and Innovation Strategy 2011-2014;
  - Tropical North Queensland Regional Economic Plan 2011-2031;
  - Cultural Plan 2009 – 2014;
  - Tropical North Queensland’s Events strategy 2010 -2015;
  - Cairns Regional Council Events Strategy 2012 – 2015;
  - Community Development Strategic Plan 2011 – 2016;

Council’s Sustainability Scorecard will be used where necessary to aid in any assessment.

Review periods will be incorporated into any new relationship, with an allowance to exit the relationship should it no longer meet its objectives.

*******

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

General Manager Responsible for Review  General Manager Corporate Services

ORIGINALLY ADOPTED: 7/11/2011
CURRENT ADOPTION:
DUE FOR REVISION:
REVOKED/SUPERSEDED:
Appendix 2

Revised CRC Sister Cities General Policy

CAIRNS REGIONAL COUNCIL NO.1:06:21

General Policy

SISTER CITIES MANAGEMENT POLICY

Intent
To clearly articulate Council's commitment to objectives in establishing and maintaining Sister Cities relationships and to describe the role and function of the Sister Cities Advisory Committee in managing relationships.

Scope
Sister Cities and Friendship Cities across the world, with no more that one Sister City and one Friendship City to be established in any one country, except in exceptional circumstances.

PROVISIONS

1. Sister City Objective

1.1 The objective is to promote sister city relationships that affiliate Cairns with cities in other countries where such relationships have a significant positive influence on the communities involved.

1.2 In pursuit of this objective, Council through with the assistance of its Sister Cities Advisory Committee may undertake or facilitate such activities as:

1.2.1 stimulating exchanges of individuals, information and ideas across a wide range of interests; community, cultural, economic and environmental interests;

1.2.2 arranging and/or coordinating visits to sister cities by individuals and groups;

1.2.3 compilation of brochures providing promoting to our Sister Cities information on aspects of life in Cairns;

1.2.4 arranging exchanges of news items and reports between newspapers, radio and television in the respective cities;

1.2.5 supporting lectures by individuals information exchanges from sister cities and their respective countries;

1.2.6 correspondence between individuals of the cities;

1.2.6 exchanges and communications between churches, educational institutions, sporting bodies, clubs, societies or groups with common interest in sister cities;

1.2.7 exchanges of arts, crafts and educational material between schools and other groups; and

1.2.8 promotion of trade through continual cultural and goodwill visits between sister cities mutually beneficial business outcomes.
2. **City Classification System**

2.1 Council operates a two-tier level of affiliation with cities and towns seeking Sister City status with the Cairns Regional Council:

a. Sister Cities – those recognised through a formal agreement to develop and maintain a substantial program with mutual long-term benefits;

b. Friendship Cities – those consisting of a less formal arrangement with less administrative and financial expectation, which may be appropriate in meeting short term needs and supporting programs run by other sections of the community.

2.2 The consideration of Sister City status, now and in the future, is based on qualitative assessments against a range of criteria around:

- General matters such as access, links, geography, history
- Economic links
- Social and cultural links
- Educational links.

Refer to Section 3 below for further details.

Importantly it is necessary to gauge the potential for mutual benefit. With regard to relationships existing at the time of adoption of this policy, there is to be ongoing assessment in relation to communications, outcomes and current and proposed projects.

Prior to formalising any new Sister City Agreement, Cairns Regional Council will enter into a Friendship relationship to explore the potential benefits.

Friendship Cities will be reviewed on an annual basis by Council with assistance from the Sister Cities Advisory Committee, at which time any decision to upgrade the affiliation to that of a Sister City relationship or to discontinue the affiliation may be assessed on the basis of actual program outcomes and the above criteria. Decisions will be referred through to Council.

2.3 Sister City Reviews

Existing Sister City relationships will be reviewed biennially by Council with assistance from the Advisory Committee based on the criteria below to ensure relevance and that the original objectives are still appropriate and achievable.

Sister City relationships may be recommended to Council to be reclassified as Friendship Cities if sustainability is no longer viable.

3. **Sister Cities Eligibility Criteria**

The following factors will be considered in choosing or reviewing a Sister City or Friendship City relationship:

3.1 General:

a. Population and demographics (nationals of one Sister City residing in the other)
b. Geographic location and assets
c. Ease of access
d. Existing linkages
e. Relevance to local community
f. History of diplomatic relations and/or cooperation in political, economic, commercial and cultural fields
g. Diversity
3.2 Economic:
   a. Comparison of key industries
   b. Similar economic conditions
   c. Trade and investment climates and opportunities
   d. Tourism potential

3.3 Social:
   a. Similar social infrastructure and issues
   b. Opportunity for broad based social activity
   c. People to people interest, energy and commitment

3.4 Educational:
   a. Across economic, social and environmental issues
   b. Student/teacher exchange program opportunities
   c. University and TAFE linkages

3.5 In considering the above factors it is necessary to compare not only the similarities but the potential for these similarities to provide mutual benefit within the existing scope and limitations of the program.

3.6 Existing relationships are also assessed against:
   a. Level of communication with Sister/Friendship City
   b. Outcomes to date, benefits seen
   c. Current and proposed projects.

4. Advisory Committee Membership and roles and responsibilities

4.1 Community Membership:

- Mayor (or nominee) and two (2) Councillors (one which is nominated as the Chair)
- General Manager Community, Sport and Cultural Services (or nominee)
- Manager Corporate Communications (or nominee)
- A Committee Chair
- A maximum of one representative per Sister City from nominated Community Group with the knowledge and capacity to foster and maintain the existing Sister City relationship
- A maximum of one representative per Friendship City of a nominated Community Group with the knowledge and capacity to advance and/or represent a Friendship City relationship, and
- A maximum of two nominated An appropriate number of individuals with the ability to enhance the Sister Cities program in each of the following areas
  - business links
  - education links
  - sporting links
  - arts and cultural links

Calls for Expressions of Interest for the position of Chair and for membership (or replacement of members) of Advisory Committees will be by public advertisement. Council shall appoint the Chair and Committee members based on their skills, expertise, knowledge and capabilities. It is important that the membership as a whole has sufficient breath of experience and skills to represent the needs and aspirations of the broader community. Chair and Committee membership will be for the term of the current Council.
4.2 Council Officer executive support:

- General Manager Community Sport and Cultural Services (or nominee) – the primary accountable officer
- Manager Economic Development & Innovation (or nominee)
- Manager Marketing and Communications (or nominee)
- Manager Creative Cairns (or nominee)
- Manager Libraries and Community Development (or nominee)
- Executive Advisor to the Mayor
- Personal Assistant to the General Manager CS&CS (Committee secretariat)

4.3 Councillors:

- Councillors will be able to attend Committee meetings as Observers

4.4 The role of the Committee is to:

- Provide advice to Council in relation to the Council’s Sister Cities program
- Provide reports to the Council through the Sports, Arts, Community and Cultural Services Committee
- Assist with a biennial review of Sister City relationships to ensure current relevance and value
- Assist with a biennial review of Friendship Cities relationships, at which time any decision recommendation to upgrade the affiliation to that of a Sister City relationship or to discontinue the affiliation is assessed on the basis of actual program outcomes
- Contribute to the development of an International Activities Plan to provide strategic and tactical direction to the efforts of the Committee
- Assist in evaluating proposals for Sister/Friendship City links
- Assist in developing and growing the strategic importance of Sister Cities to Council and the community
- Assess and approve recommend project plans for individual Sister City initiatives
- Support community, cultural and economic development in Sister Cities by promoting educational, cultural, social and economic relations, and
- Build on the original reasons for establishing Sister City relationships and ensure current relevance and value.

5. Advisory Committee operations

5.1 The performance of an Advisory Committee Chair is a vital factor in the success of the Committee and therefore its ability to value add to Council decision making. The Chair shall be appointed by Council and will be empowered by Council to ensure the good order and conduct of Committee meetings. Council may also appoint an alternate Chair should the need arise.

5.2 The Chair is to be available to address the Council as required but, in general, reports will be prepared and presented to Council by Officers.

5.3 Committee members will be required to act impartially and represent the interest of the broader community above their personal interests. Whilst they have a role in providing specific sector or interest group opinions, Council must on balance, strive to meet the needs and aspirations of the whole community. Should any conflict of interest arise it is the obligation of the Committee member to declare that conflict and act accordingly or as directed by the Committee Chair.
5.4 For the Committee to function effectively, members are required to demonstrate due diligence by their preparation for, attendance at and participation in Committee meetings.

5.5 The dates, times, agenda and minutes for all Advisory Committees meetings shall be displayed on a central page on Council’s website.

5.6 All Advisory Committee meetings will be open to the public and any member of the community can attend as an observer.

5.7 The Chair shall determine the agenda in conjunction with Council staff. Council officers will compile and circulating the agenda to the members prior to each meeting and attend to all meeting arrangements. Council is committed to sustainability and as such every effort will be made to ensure that Committees operate in an environmentally sustainable manner (eg agendas and minutes will be distributed electronically and available for viewing on Council’s web page).

5.8 Advisory Committees provide advice and recommendations to Council. As such they have no decision making authority and must respect and abide by any subsequent decision of Council. In some instances, Advisory Committees advice will include recommendations about future expenditure of funds but any such recommendation must be in accordance with approved operational plans and budgets allocation.

5.9 All matters discussed at Advisory Committees will be in accordance with the requirements of the Information Privacy Act and the Right to Information Act. The views of Committee members will be treated with respect but will not be discussed with external parties.

5.10 The Committees’ considered views or recommendations will be communicated through the Chair to relevant Council officers. All communication with media will be undertaken by Council unless otherwise agreed to by Council. Committee members must refrain from making any public comment or issuing any information, in any form, concerning the Committee or the matters of interest to the Committee without the authority of Council. Committee members must at all times act in the best interests of the Council.

5.11 Quorum, meeting schedule and minutes

For a Committee to be achieved meeting to be formally constituted, one-half of the members (one being the Chairperson or their alternate) must be present. Where the voting on any issue is equal, the Chairperson shall have in addition to their deliberate vote, a casting vote, which they must exercise.

The Advisory Committee will meet at least bi-monthly. Minutes of meetings of the Advisory Committee shall be recorded and prepared at the direction of the Chairperson, or his/her delegate, and distributed to all members within two weeks of the meeting taking place. A copy of the minutes shall be submitted to Council and posted on the Cairns Regional Council website.

Administrative support for the Committee will be provided through the Office of the Mayor Personal Assistant to the General Manager Community Sport and Cultural Services.

5.12 Project Teams Sub-Committees

Not withstanding the membership criteria above, the Advisory Committee may establish project teams sub-committees for particular projects, events or tasks. The membership of any project team sub-committee will include members of the Advisory Committee and additional members as determined by the nature of the project, event or task.
5.13 Projects, events or tasks

- Project plans must be documented and submitted to the Advisory Committee at the time of concept development, prior to any commitments being made.
- Project Plans should include aims and objectives, expected outcomes, timelines and budget details and should be submitted to the Chair of the Advisory Committee.
- Projects will be supported recommended to Council for support following consideration against the following criteria:
  - Does the project reflect the focus Alignment with the objectives of the Sister/Friendship City Program;
  - Alignment with other Council policies and strategies;
  - Priority within the context of other Sister Cities projects, events or tasks;
  - The availability and willingness of community members to volunteer time for project realisation;
  - Other available resources, within and external to Council.
  - Any additional costs such as in-kind support by Council (eg. staff participation in managing the project).

******

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

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

ADOPTED:9/09/2009
DUE FOR REVISION:9/09/2013
REVOKED/SUPERSEDED:
Appendix 3

INBOUND NATIONAL AND INTERNATIONAL DELEGATIONS

CAIRNS REGIONAL COUNCIL

Administrative Instruction

INBOUND NATIONAL AND INTERNATIONAL DELEGATIONS

Intent To establish Council’s rules and guidelines for accepting and handling requests from external organisations for delegation visits.

Scope Covers both overseas and domestic delegations, and takes into account Council’s General Policy 1:06:21 “Sister Cities”.

Objectives Establishing relationships and contacts with external organisations can generate considerable benefits for Council and the community. Council acknowledges the value in such relationships and will respond positively to genuine delegation requests, within the constraints of the availability of Council staff and prioritisation of Council resources.

Definitions The following types of delegations are identified:

1. Sister City / Governmental
   a. These are official delegations from existing Sister Cities or Friendship Cities as defined in General Policy 1:06:21, or delegations from other government organisations where at least one elected government representative is included in the delegation.

2. Business Development
   a. These are delegations where the primary objective is to further Economic Development and Innovation, establish business contacts or pursue commercial objectives.

3. Knowledge Seeking
   a. These are delegations where the primary objective is knowledge transfer of Council’s best practice implementations, i.e. governance, infrastructure development, town planning, sport and recreation, community development, cultural activities or otherwise.

Process The following process principles are defined and incorporated in the business process attached as Appendix A:

1. Incoming requests
   Incoming requests are centrally coordinated by the Office of the Mayor:
   - Councillors and Council staff refer requests to the Office of the Mayor;
   - Requests need to be complemented by a completed ‘Request Form’. Part A of this form (attached as Appendix B) is available on Council’s website, Part B is for internal use only
   - The Office of the Mayor determines the type of delegation and forwards the request to the handling department / branch
   - The Office of the Mayor maintains a visiting delegation register.
2. Assessment
Assessment depends on the type of delegation:
- “Sister City / Governmental” delegations will be assessed favourably as a matter of principle;
- “Business Development” delegations will be assessed by the Economic Development and Innovation branch. Assessment criteria will be based on the current situation and fit within the overall Economic Development Strategy;
- “Knowledge Seeking” delegations will be assessed by the hosting Branch. The hosting branch is the branch most closely associated with the primary objective of the delegation.

3. Invitation
Depend on the assessment either an invitation or an apology is raised:
- Invitations are signed by the Mayor, or alternatively in the case of domestic delegations, by the CEO;
- Council does not accept expenses incurred by delegation members for travel, accommodation, meals, entertainment etc unless explicitly authorised by the CEO.

4. Visit
- The program for the visit is the responsibility of the hosting branch. In principle impact on the day to day service delivery should be minimised;
- With respect to Business Development related visits, opportunities to value add to the visit will be explored through linking the delegation with any relevant local commercial suppliers;
- The hosting branch channels booking requests for Council’s resources and facilities to the Manager of Marketing & Communications for action;
- If the delegation visit warrants a follow-up letter this will be sent within one month from date of visit.

5. Gifts and chargeable costs
- For Sister City / Governmental delegations a suitable gift will be selected by the Office of the Mayor;
- For Business Development delegations the Economic Development and Innovation branch may select an appropriate gift, preferably from the suite of local art and hampers;
- Gifts to other types of delegations are not encouraged;
- Costs for gifts will be charged to the budget of the hosting organisation

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

General Manager Responsible for Review       General Manager Corporate Services

ORIGINALLY ADOPTED: 11/11/2011
CURRENT ADOPTION: 11/11/2011
DUE FOR REVISION: 11/11/2011
Appendix A: Delegation Process page 1

INBOUND DELEGATIONS
Handling national and international delegation visit requests

<table>
<thead>
<tr>
<th>DELEGATION</th>
<th>Councillors / Council staff</th>
<th>OFFICE of MAYOR</th>
<th>Economic Development and Innovation</th>
<th>Hosting Department / Branch</th>
<th>Timing</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request</td>
<td>Complete Part A</td>
<td></td>
<td></td>
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<td></td>
<td>N</td>
<td>Request Form ?</td>
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<tr>
<td></td>
<td>Y</td>
<td>Sister City ?</td>
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<td></td>
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<tr>
<td></td>
<td>Y</td>
<td>Favourable</td>
<td></td>
<td></td>
<td></td>
<td>CEO may sign for domestic delegations</td>
</tr>
<tr>
<td></td>
<td>Y</td>
<td>Invite</td>
<td></td>
<td></td>
<td></td>
<td>#3385312</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>Apology</td>
<td></td>
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<td></td>
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<tr>
<td>Request return</td>
<td>Sign by Mayor</td>
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</tbody>
</table>
## INBOUND INTERNATIONAL / NATIONAL DELEGATIONS REQUEST FORM

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>City / Company Name</th>
<th>Website</th>
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<tbody>
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<table>
<thead>
<tr>
<th>Phone Number</th>
<th>Email Address</th>
<th>Proposed date of visit</th>
</tr>
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<tbody>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Delegation information:**

<table>
<thead>
<tr>
<th>Purpose of visit</th>
<th>Number of Delegates</th>
<th>Has your delegation been in Cairns before?</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Name, position and organisations in delegation (please attach a full list)</th>
<th>Overview of organisations in delegation (including strategies / objectives structures)</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>E.g. Joe Smith, Director, Smith Pty Ltd</em></td>
<td></td>
</tr>
</tbody>
</table>

**Business Objectives:**

<table>
<thead>
<tr>
<th>Please describe the support / services you are requesting</th>
<th>What objectives do you hope to achieve during your visit?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Please indicate if you require any of the additional services: (costs may be associated)**

- □ Pre-arranged business meeting ______________________________________________
- □ Translating Services _______________________________________________________
- □ Special Dietary Needs _____________________________________________________
- □ Other ___________________________________________________________________

Please return your completed form by Fax to +61 7 4044 3094, attention Office of the Mayor, email H.Tarrant@cairns.qld.gov.au

Upon receipt of this form, Council will assess the request and a Council officer will be in contact for further action. Due to the large number of delegations hosted by Council, requests need to reach Council at least one month prior to the proposed date of the visit.
Delegation Request Form – Part B (internal, not available on Councils website)  #3412572

<table>
<thead>
<tr>
<th>INBOUND INTERNATIONAL / NATIONAL DELEGATIONS REQUEST FORM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact Name :</td>
</tr>
<tr>
<td>For office use only</td>
</tr>
<tr>
<td>Follow Up :</td>
</tr>
<tr>
<td>Feedback from hosting branch :</td>
</tr>
<tr>
<td>Follow up actions :</td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Gifts</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Corporate gifts package</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ Local art</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ Hamper of local produce</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ Other</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ No gifts</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Catering expenses</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Catering</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ Other</td>
<td>$_________</td>
</tr>
<tr>
<td>☐ No catering</td>
<td></td>
</tr>
</tbody>
</table>

Please return this form to the Office of the CEO