

FNQROC Strategic Directions

July 2012



Synopsis

On 25 July 2012, the FNQROC board met to discuss and prioritise issues to form our strategic direction for the next 5 years. This document details those directions under the following topic areas; Governance, Infrastructure, Environment, Economy and Community expectations. It should be noted that this document does not replace the operational activities being undertaken by the technical committees but where relevant, should be the priority of those committees.

Far North Queensland
Regional Organisation
of Councils (FNQROC)

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Far North Queensland Regional Organisation Of Councils

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Executive Summary

As part of the independent review by deChastel and Associates (November 2011), it was acknowledged that Far North Queensland Regional Organisation of Councils (FNQROC) had a high performing operational arm (our Technical Committees) which should continue however, clear strategic priorities for the FNQROC Board were lacking. It was recommended that a strategic workshop be held shortly after the Local Government elections in April 2012 to develop these.

On 25 July 2012 member Council Mayors and CEO's met to discuss and prioritise the strategic areas on which the FNQROC Board should focus its attention over the next five years. This workshop produced a number of initiatives, all of which can be linked back to Councils' newly adopted long-term Community Plans. This not only gives credibility to the priorities but will also assist in the delivery of these plans through a collaborative approach.

It is important for the FNQROC Board to focus its attentions on three key areas but it is also important not to lose sight of those issues which did not rate as high, but through changing legislation or economic impacts may quickly rise in importance. For this reason all the issues or initiatives have been addressed in this document. Many of these will be considered and developed through existing Technical Committees and regularly reported back to the FNQROC Board to keep it informed.

The three key areas identified for the FNQROC Board's attention include:

1. The Infrastructure Renewal Gap and the funding of this. Within this context is the Queensland Water Regional Alliance Project which looks at alternative business models to manage Councils' water assets.
2. Natural Disaster Recovery Relief Arrangements, and
3. Managing our environment.

Our economy rated highly, however it is acknowledged that the FNQROC Board should actively support our peak organisations focussed on this portfolio.

Governance and a stronger voice for the region also rated highly. This has been addressed within this document but it is seen as a culture shift for the FNQROC Board rather than targeted actions. This culture shift is paramount if the region is to be 'heard' in the same light as Councils in South East Queensland.

It is recognised we have a mature operational structure (our technical committees) and that they can focus on supporting both the high and medium priorities of the FNQROC Board. These have been acknowledged within this document and actions identified. Care should and will be taken to ensure these committees are not over-loaded.

To ensure progression, at each FNQROC Board meeting the Executive Officer will provide an update on these strategic directions.

1. Governance

Second in terms of priority was building better relationships across Far North Queensland to have a strong united voice similar to that of the South East Corner. Improving relationships will mean a strong regional voice: "One region, One love, One voice".

Whilst this was identified as a priority, it is not an action which has a start and finish timeline; it is a new 'culture' for the FNQROC Board. To achieve this goal there is a reliance on the Mayors, CEO's, FNQROC Executive Officer and the Technical Committees to perform as follows:

- a. The FNQROC Board and in particular, the Mayors: to actively advocate on behalf of the region. This may mean coordinated visits to State and Federal Government departments in Brisbane and Canberra;
- b. FNQROC Executive Officer: to support the board with relevant data to substantiate arguments. This substantiated data may come from external (other peak regional organisations, consultancies etc) and internal sources (existing technical committees, new or short-term technical committees).
- c. Technical Committees: existing, new or short term Technical Committees where relevant to reprioritise their activities to provide substantiated data to support the strategic priorities of the FNQROC Board.

It should be acknowledged that this region has progressed significantly in terms of talking with one voice and the collective efforts to date of peak regional organisations such as FNQROC with Advance Cairns, Tourism Tropical North Queensland and the FNQ & TS Regional Development Australia.

The sentiments of this priority are evidenced within each of the Councils' Long-Term Community Plans. Members of the community are seeking more local autonomy in policy and decision making.

Partners:

- FNQ&TS RDA
- State Agency Departments
- Advance Cairns
- Tourism Tropical North Queensland
- Local Government Association Queensland (LGAQ)
- NQ Local Government Association
- Industry groups
- Members of Parliament
- Ports North

Action:

- 1.1.1. *The FNQROC Board will actively advocate regional priorities with the support of substantiated data which will be acknowledged by State and Federal Governments.***

2. Infrastructure

FNQROC member Councils identified Infrastructure as their highest priority. The FNQROC Board would like to redress the infrastructure renewal gap, improve inter-generational equity, and reduce high costs (particularly to the elderly).

In doing so, the ultimate goal is to maintain the lifestyle, increase educational services, increase health services, and support new and existing businesses. This is a consistent message within all Councils' Long-Term Community Plans.

This is a large all-encompassing list, for which FNQROC will have two roles; a support role where our partners are taking the lead, and a lead role where those activities are within the control of Local Government.

There are activities which were identified at the Strategic Directions Workshop. However, some existing activities have also been included (which were not identified at the workshop) as it became apparent there may have been some confusion and these priorities deemed existing and overlooked during the workshop. These activities include:

1. Addressing the Infrastructure Funding Gap **(High)**
2. Water Reform **(Medium)**
3. Natural Disaster Recovery Arrangements (guidelines and implementation within Queensland) **(High)**
4. Street Lights **(Medium)**
5. Waste Impacts, and **(Medium)**
6. Heavy Transport on Inland Routes **(Medium)**

2.1. Infrastructure Funding Gap

In addressing the infrastructure Funding Gap there are two vital areas which FNQROC Board needs to have substantiated:

- a. What is our infrastructure funding renewal gap in the next five, 10 and 20 years? and
- b. What is Councils' capacity to raise revenue to meet this infrastructure funding renewal gap?

To answer the question regarding our infrastructure funding renewal gap, the FNQROC Regional Asset Management Technical Committee is best placed to undertake this review and report back to the FNQROC Board.

To answer the question regarding Councils' capacity to raise revenue, it is envisaged that FNQROC will need to engage a consultant to undertake this activity. It is envisaged this review should be thorough, as the resulting document could then be used for a number of initiatives as a region, and also by individual Councils, e.g. to substantiate Councils' inability to resource devolved responsibilities, funding applications etc.

Partners:

- FNQ&TS RDA
- ALGA
- LGAQ
- FNQROC Regional Asset Management Technical Committee
- (New, short-term) FNQROC Finance Technical Committee

Action:

2.1.1. A regional document which clearly articulates our funding renewal gap in the next five, 10 and 20 years and can be used as a technical document to substantiate advocacy efforts of the FNQROC Board and Councils individually.

(FNQROC lead = Regional Infrastructure Project Coordinator with support from the FNQROC Executive Officer)

2.1.2. A regional document which clearly articulates our capacity to raise revenue which can be used as a technical document to support advocacy efforts (i.e. asset renewal gap, devolved responsibilities etc) of the FNQROC Board and Councils individually. This is also a document that can be utilised by our regional peak bodies for their advocacy efforts.

(FNQROC lead = FNQROC Executive Officer)

2.2. Water Reform

Within this region it is recognised that our water resources are a valuable asset for Councils and the community. It is also acknowledged that Councils will face significant funding contributions to these assets and we need to demonstrate that we are managing this side of the business effectively and efficiently or risk the State Government taking over these assets as they have done in South East Queensland. It is also acknowledged there have been institutional changes in other Australian jurisdictions. It is predicted there could be pressure to restructure the regional Queensland water industry which, along with New South Wales, is the only part of Australia where water services are provided primarily by Local Government, and the Federal Government keenly aware of this.

FNQROC recognised this pressure early in 2012 and agreed to participate in the pilot program *Queensland Water Regional Alliance Program (Q-WRAP)*, which is supported by the Queensland Water Directorate, LGAQ and the previous DERM. DERM still has funding available for this project on a 50/50 basis with all activities to be completed by June 2013.

This priority was raised at the workshop but after the prioritisation process as a part of a final review “have we missed anything”. This project will continue in the background with the FNQROC Board kept informed with expected action to occur at the end of 2013.

Partners:

- Q-WRAP Technical Committee
- Asset Management Technical Committee
- LGAQ
- Water Directorate
- Department of Energy and Water Supply

Action:

2.2.1. The Q-WRAP Technical Committee will provide a recommendation to FNQROC on future business model opportunities for further consideration and implementation.

(FNQROC lead = FNQROC Executive Officer)

2.3.Natural Disaster Recovery Relief Arrangements

FNQROC member Councils over the years have been lauded by the Federal and State Governments as best practice for Counter Disaster Operations, Emergent Works and Restoration. Member Councils have defined their processes and structures to meet the needs of their communities before, during, and after a natural event, the likes of which in most cases occur annually.

It is acknowledged the NDRRA Guidelines have changed very little over the years. However since the 2010/2011 natural disasters in Queensland, the interpretation of these guidelines have certainly changed, with little or no clarity of direction for implementation. This change in interpretation has caused significant frustrations in this region.

Partners:

- Short-term NDRRA Technical Committee
- Federal Government
- State Government
- QRA

Action:

2.3.1. Development of a submission to the Federal and State Governments with the FNQROC Board to actively advocate our position if there is a lack of response.

2.3.2. Motions to the LGAQ Annual Conference.

(FNQROC Lead = FNQROC Executive Officer)

2.4.Street lighting

The FNQROC Regional Greenhouse Gas Mitigation Action Plan: Managing Risk in a Carbon Economy identifies street lighting as a key priority (medium). Energy costs from our 2007/08 inventory indicate the region is spending \$2.82 million annually on street lighting, which equates to 21% of the

region's energy costs and 10,300 tonnes of GHG emissions. Considering the change in electricity pricing in recent years, and the increases expected as a result of the Carbon Tax, these figures will undoubtedly increase.

The report recommends that through mitigation efforts, including the application of new energy and cost saving lighting technology, the region could make savings of up to \$782,000 per year (equating to a regional GHG reduction of 2,700 tonnes).

Within the Ergon Energy boundaries this region is facing significant push-back in the goal to seek Community Energy Efficiency Program (CEEP) funding to retrofit existing street lights. This frustration is due to State regulations, Ergon Energy procrastination on lighting trials, and Federal Government guidelines surrounding the CEEP funding.

This priority, whilst not recognised at the workshop, has had significant support for progression and will run in the background behind the high priority areas.

Partners:

- State Government
- Ergon Energy
- LGAQ /Local Buy
- FNQROC Regional Sustainability Technical Committee
- Relevant Council Staff with street lighting under their control
- Local State and Federal Members

Action:

2.4.1. Development of a submission to the Federal and State Governments and Ergon Energy to resolve the issues surrounding the CEEP funding, regulations and Ergon Energy implementation.

2.4.2. FNQROC Board to actively advocate our position should there be a lack of response.

(FNQROC lead = Sustainability Project Officer with the support of the FNQROC Executive Officer)

2.5. Waste Impacts

Waste impacts came as a medium priority for member Councils. It should be acknowledged that within this region there is an active Local Authority Waste Management Advisory Committee (LAWMAC). LAWMAC is an organisation of nineteen North Queensland Local Government Councils dedicated to best practice waste management, aiming to provide sustainable solutions through its regional forum and interactive participation across the LAWMAC region on current and future Waste Management Practices and Technologies.

It is recommended that FNQROC advise LAWMAC of the issues raised at the Strategic Directions Workshop for their consideration with FNQROC providing support when requested and where resources allow.

Of interest to member Councils is:

- a. Recycling to:
 - Reduce landfill
 - Reduce costs of collection
 - Boost revenue i.e. container deposit legislation in South Australia - \$75 million
- b. Impact of carbon pricing

Partners:

- LAWMAC
- State Government
- Federal Government
- LGAQ
- NQLGA

Action:

2.5.1. FNQROC recognises that this is a lead role for LAWMAC, and will advise LAWMAC of these identified issues and initiatives and keep a watching brief.

(FNQROC Lead = FNQROC Executive Officer)

2.6. Heavy Transport on Inland Route

While the priority rating for this initiative was rated medium (in comparison to those rated high), it maintains a priority for the region as recognised in the Tropical North Queensland Regional Economic Plan.

It is acknowledged that development of this inland route would provide (but not be limited to):

- faster movement of freight,
- an alternative transport route when the Bruce Highway is isolated due to flooding,
- ease of heavy vehicle congestion on the Bruce Highway, and
- stimulation of inland country towns.

The TNQ Regional Economic Plan, within its five year action plan under “Ensure optimal transport linkages to facilitate the movement of people and product to domestic and international markets”, it is identified under action 6.1.1 that “Providing input through advocacy and structural businesses cases that highlight the economic imperatives associated with key road infrastructure including the Bruce Highway, the Hann Highway, the Peninsula Development Road and the Kuranda Range Road to State and Federal Government planning and budgeting.” The lead partner in this action is Advance Cairns.

It is recommended that FNQROC and its member Councils supports Advance Cairns in this role with the provision of data and active assistance when required to support its advocacy role.

Partners:

- Advance Cairns
- Main Roads
- TTNQ
- Federal Government
- State Government
- Industry groups
- FNQ&TS RDA

Action:

- 2.6.1. That FNQROC advises Advance Cairns that this issue was raised at our Strategic Directions Workshop and it is recognised that Advance Cairns has the lead role in advocating, and***
- 2.6.2. FNQROC and member Councils are prepared to support Advance Cairns through the provision of documentation and where needed.***

(FNQROC Lead = FNQROC Executive Officer)

3. Environment

The Strategic Directions Workshop identified strong support around Environmental legislation and alternative funding models. Within Councils Long Term Community Plans, the Environment is consistently seen as important, particularly in relation to our lifestyle and the economy.

Under this heading it was identified that member Councils wanted:

- Management of environmental assess rather than banning rights to access. It could be argued that the current State Government is supportive of this and this region should be clear on what we are looking for to ensure the scope is considered. It could also be argued that the Federal Government is recognising the need to present our unique environments as evidenced by the National Landscapes program, in which the Great Barrier Reef and the Wet Tropics are both identified as unique environmental areas that can support new destination development for tourism in terms of tracks and trails (walking, mountain biking, horse riding and recreational vehicles).
- Opportunity for more local control e.g. Tourism. This can be linked to the point above.
- Sustainable utilisation (e.g. extended recreation). This can be linked to the first point above
- Identified long term funding sources for:
 - o Natural Disaster clean up
 - o Pest Management (inclusive of sleeper pests), one off short term funding is not a viable option in the fight to eradicate, reduce or maintain existing threats or risks. The region needs long term funding sources linked to strategic priorities.
- Collaboration on managing natural resources
 - o Greater advocacy with community
 - o Improved funding sources
 - o Stability of funds
 - o Take advantage of opportunities e.g. Carbon

Partners:

- Terrain NRM
- Advance Cairns
- Tourism Tropical North Queensland
- State Government
- Federal Government
- Local communities
- WTMA
- JCU
- CSIRO
- FNQ&TS RDA

Action:

3.1.1. The Natural Asset Management Advisory Committee (NAMAC) to make recommendation on the changes required within current Federal and State Legislation to facilitate local management of environmental areas rather than exclusion or complex approval processes.

(FNQROC lead = Regional Natural Asset Management Coordinator)

3.1.2. FNQROC to coordinate a meeting of peak organisations, State and Federal departments and relevant stakeholders to:

- a. provide a Terms of reference around a regional Task Force to develop a regional destination strategy and scoping document – linked to the ‘one region one voice’ philosophy.**
- b. Provide a regional strategy document to which local community groups can refer when developing funding applications for infrastructure works (tracks and trails) which is actively supported by peak organisations within the region.**
- c. Identify a lead agency for this project.**

(FNQROC lead = FNQROC Executive Officer)

3.1.3. The NAMAC to put forward a proposal to Federal and State Governments that identifies proposed solutions to:

- a. Long Term funding sources/opportunities/economic models,**
- b. Environmental restoration post a natural event, and**
- c. Opportunities this region has to take advantage of the Carbon Market.**

(FNQROC lead = Regional Natural Asset Management Coordinator)

4. Economy

4.1. Cyclical Nature of Current TNQ Economy

This issue rated high at the Strategic Directions Workshop. This issue was also strongly recognised in all Councils' Long-Term Community Plans. To address this, we need to work collaboratively.

The TNQ Regional Economic Plan (TNQ REP) is identified as the key document with associated actions to diversify the types of economic activity within the region, and FNQROC and member Councils are key partners in the delivery of this plan. Whilst FNQROC is not the coordinating agency (this is Advance Cairns), FNQROC should actively advocate on those positions / initiatives as requested (and where resources are available).

This being said, action 3.1.2 (above) will also support this initiative in terms of developing alternative year round destination options which has seen the Whistler off-season activities out-perform their ski season.

Partners:

- Advance Cairns
- State Government
- Federal Government
- Community Groups
- Industry Groups

Action:

4.1.1. FNQROC recognises that Advance Cairns and Tourism Tropical North Queensland are the peak economic development and marketing organisations within the region and will support these lead agencies in terms of implementing the TNQREP.

4.2. Coordination of Regional Events

This initiative again was given medium priority ranking. It could be argued that this initiative is operational rather than strategic but it has been identified within this document in the interests of covering Council interests and priorities.

An issue has been identified in that both Federal and State Governments are supporting initiatives which are regional, that is, they cross Council boundaries. Councils have found themselves in a position where event coordinators are pitting Councils against each other causing Councils to feel obliged to commit so as to not let the other Council down.

Initial investigations into this issue have identified that a process needs to be developed for event coordinators where events cross Council boundaries, and they are seeking Council support. This process is to include a procedure whereby a recommendation for support or otherwise is communicated to individual Councils.

It was also identified that by combining financial support, Councils could request information be collected to identify the economic benefits of the event within the region and Councils individually. For example, where three Councils are providing \$15,000 each it provides very little leverage for individual Councils to request the event organiser to provide economic data however, as a collective offering \$45,000 we now have that leverage.

Partners:

- Newly formed Regional Events Technical Committee
- TTNQ
- State Government (Events Qld)
- Federal Government

Action:

4.2.1. That FNQROC endorse the development of a Regional Events Technical Committee

4.2.2. That the Regional Events Technical Committee develop:

a. a process for event coordinators to follow where events cross Council boundaries;

b. Regional sponsorship requirements i.e. economic value data.

4.2.3. That FNQROC communicate this process to existing and new regional event coordinators.

(FNQROC lead = FNQROC Executive Officer with the support of the FNQROC Regional Sustainability Project Coordinator)

4.3. Foreign Investment

Identified by a member Council but not given priority at the Strategic Directions Workshop was an interest in foreign investment particularly with the new Chinese connection through direct flights. Of particular interest is investment in agricultural lands.

This was identified as an opportunity to provide:

- Some sustainability in our economy,
- Increase economic investment
- Increase tourism
- Support further development of transport infrastructure

It is worth noting that Advance Cairns and Cairns Regional Council have been approached by Minister Nicols offering to partner with the Invest Queensland Trade office by funding an office space and staff person. The concept of the targeted investment in China strategy is strong as it has direct leads, but the proposal from the Queensland Government is costly, with feedback from Redlands and Gold Coast to date being unsupportive. The cost to the region would be approximately \$130,000 per year for a minimum of two years. Advance Cairns and Cairns Regional Council Economic Development Unit is currently reviewing the concept and will keep FNQROC informed.

Partners:

- Department of Foreign Affairs
- Advance Cairns
- Tourism agencies
- China Australia Association
- Industry

Action:

4.3.1. FNQROC to keep a watching brief.

5. Community Expectations

Member Councils gave a medium priority to the development of a Regional Community Plan. To put some scope around this; it is looking at member Councils' Long-Term Community Plans and identifying those issues which the community has raised which apply across Council boundaries. The development of this summary document could be used by the FNQROC to advocate these regional issues to State and Federal Governments.

Encapsulated within this are additional initiatives identified at the Strategic Directions Workshop, (but which received limited support in comparison to our high priorities) to include:

Lobbying for health and education

- Strong healthy communities
- Keeps families together
Improved services
- Drive employment

Partners:

- FNQ&TS RDA
- FNQROC Regional Community Plan Technical Committee (ad hoc)
- State Government
- Federal Government
- RMCN

Action:

5.1.1. Review member Councils' Long-Term Community Plans to scope the common issues and document these for further review and discussion.

5.1.2. Utilise the results of action 5.1.1 to support advocacy efforts of organisations within the region.

5.1.3. Utilise the results of action 5.1.1 to inform Federal and State Agencies and other peak organisations of our communities' common expectations for the region.

(FNQROC lead = FNQROC Executive Officer with the support of the Sustainability Project Coordinator)

6. Council's Resource Assets

There were two initiatives identified at the workshop which did not garner support when compared to other priorities. However they could be covered through existing technical committees and through the Local Government Organisational Development meetings (organised by LGAQ). It is worth acknowledging and responding to the concept of:

- a. Human Resource Sharing, and
- b. Practical Skills

These were identified to support:

- Succession planning
- Traineeships
- Local career paths
- Skills sharing
- Training

There is currently no resource available to actively progress this initiative. However, it is the general ethos of member Councils to share training opportunities. Also available to support this initiative is the Local Government Organisational Development Group which is convened by LGAQ and covers Councils from Townsville north.

Action:

- 6.1.1. Councils to utilise the resources and capabilities of the Local Government Organisational Development Group convened by LGAQ and held every four months.**
- 6.1.2. FNQROC Technical Committees to consider initiatives which could be undertaken.**

Appendix A – Raw Data from Workshop 25 July 2012

Outcomes of FNQROC Workshop

Description of Clear Top Priorities identified

Description of Issue	Benefit to FNQROC Region	Source of issue	FNQROC Response	Other partners or agencies	Potential Resource implications	Priority Rating	Other comments
Funding of Major Regional infrastructure	Solve the funding gap for infrastructure – higher costs in the region. Redress infrastructure renewal gap. Improve intergenerational equity. Stop squeezing the elderly. Improved infrastructure (eg. transport). Lifestyle, education, health, social, business Equalisation of small communities Attracting a bigger pie to the region Economic development, retain employment	Workshop	Clearly the highest priority for all FNQROC members	Commonwealth Government ALGA LGAQ Asset management committee Development groups, state departments, community groups, Councils, sponsors	Lobbying costs, budget priorities	39 stars	Need to Build case – down and up (use technical committees to make the case and use political lobbying to attract regional funding Broaden focus of issue beyond just roads

Building better relationships across NQ	Strong united voice against SE corner Improved relations means a strong voice Need more say Need one voice	Workshop	Strong support	Other agencies State and Local Governments NQLGA Regional Development bodies Federal Government Use industry agencies LGAQ Members of parliament Development Groups, Ports North	Resource Implication to build business cases Advocating to Change constitution	18 Stars	
Environmental restrictions	Management instead of banning rights to access Opportunity for more local control eg. tourism Extended recreation	Workshop	Strong Support	WTMA, World Heritage, Terrain, LGAQ	Lobbying and time	10 stars	
Regional development and diversification – TNQREP	Reduce cyclical nature of current TNQ economy	Workshop	Strong Support	Regional development organisations State and Federal agencies FNQROC – implementation of TNQREP	Continued funding of existing role	8 Stars	
Q-WRAP –(Qld Water Regional Alliance	For those Councils where it is a revenue raiser –	Workshop	Some support	FNQROC Board and Council staff		Linked to infrastructure	

Program) Retaining Water assets within Councils / Mitigating against state takeover of infrastructure	maintain revenue. For those councils who subsidise W&W, maintain/limit increased costs for service. Don't want what happened in SEQ to happen here.					discussion	
Coordination of regional events	Coordinate events – funding; timing; cross-boundary events	Workshop	Important but not in Top 5 issues	Councils need to coordinate with each other and other agencies	Resources within Councils	5 stars	
Develop a Regional Community Plan (regional priorities)	Use to advocate regional issues with State agencies	Workshop Mayors and Council Staff	Important but not in Top 5 issues	Link to RDA	To be done by Technical Committee	5 stars	
Natural resource management – Funding sources for:- Cyclone clean up Pests Sustainable utilisation Collaboration on managing natural resources Greater advocacy with community	Improved funding sources Stability of funds Take advantage of opportunities eg. carbon	Workshop	Important but not in Top 5 issues	NRM bodies Tourism industry Local communities WTMA Universities	Advocacy Build on FNQROC/NAMA	4 stars	
Waste impacts	Recycling Impact of carbon pricing	Workshop	Important but not in Top 5 issues	Councils	Medium	2 stars	
Heavy transport – on inland route	Faster movement of freight Flood proof (reduced) Stimulate country towns	Workshop	Important but not in Top 5 issues	Main Roads Tourism Fed DAT Industry groups	FNQROC/lobbying RDA	2 stars	

Description of other issues identified

Description of Issue	Benefit to FNQROC Region	Source of issue	Other partners or agencies	Potential Resource implications	Other comments
Education Human resource sharing Practical training	Skills in shire Succession planning Traineeships Local career paths Skills sharing	Workshop	Tertiary institutions Professional associations Businesses	Lobbying In kind	
Foreign investment/Chinese money	Sustainable economy Increase economies Tourism Transport infrastructure	Workshop	Department of foreign affairs Advance Cairns Tourism agencies China Australia Association Industry	Council levy FNQROC lobbying	
Lobbying for health and education	Strong healthy communities Keeps families together Improved services Drive employment	Workshop	State Government departments Commonwealth Government Getting the decision makers on the spot Corporate support	Lobbying effort	
Recycling (container deposit legislation eg. SA)	Reduce landfill Reduce costs of collection Revenue boost – SA \$75m	Workshop	Agencies – EPA, beverage industry LGAQ	Legislation Support from Technical committee	
Rise of shipping movements in reef area	Lobby for emergency equipment etc to be	Tech Groups Advance	Liaise with Department of	Low resources	

	located in FNQ	Cairns CEO meeting and ROCCY	Emergencies		
State Govt Agencies are located in Cairns – local regional managers can make decisions	Keep senior positions in Cairns, not Brisbane and Townsville	Tech Groups	State Government	Low	
Revenue sources for long term natural assets	Don't depend on one off short term funding for environment	Travis	Funding agencies	Current technical committees	
Regional Standard Conditions for development approvals	Reduce confusion and difficulty for development industry. Regional consistency strengthens decision	Planners TC	Councils	Current technical committee	