

7.2 Conferences 2011

TRIM REFERENCE: F2004/06517 - D02582346

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SUMMARY

Council has received information in regards to a Persuasive Writing Skills Workshop for Councillors to be held at Newcastle Town Hall on Friday 29 April 2011, the Australian Local Government Women's Association Conference (ALGWA) – Strong Women Influencing Future Trends (SWIFT) to be held on 26 – 28 May 2011 hosted by Blacktown City Council and the 2011 Asia Pacific Cities Summit – 'The Business of Cities', to be held on 6-8 July 2011 hosted by Brisbane City Council.

RECOMMENDATION

- 1 That Council authorise interested Councillor/s to attend the Persuasive Writing Skills for Councillors Workshop.**
- 2 That Council authorise interested Councillor/s to attend the 2011 Australian Local Government Women's Association Conference SWIFT.**
- 3 That Council authorise interested Councillor/s to attend the 2011 Asia Pacific Cities Summit.**
- 4 That Council meet reasonable expenses incurred in Councillors attending the above workshop, conference and summit in accordance with Council's Facilities and Expenses Policy for Councillors.**

BACKGROUND

Conferences or seminars

In accordance with the provisions of Council's Facilities and Expenses Policy for Councillors, and subject to Council's prior approval, WSC will pay for attendance at a maximum of three conferences per year for each elected member and attendance at the annual NSW Local Government Association Conference.

The maximum number of elected members authorised to attend a conference or seminar is three.

Training Courses

WSC will pay for the attendance at training courses, subject to Council Resolution, for up to three Councillors per course, per year where the total expense for attendance of each councillor is less than \$5000.

Details of conferences, seminars and external training sessions are provided for determination of Councillor Attendance.

THE PROPOSAL**Persuasive Writing Skills for Councillors - Training Course**

A half day Persuasive Writing Skills Workshop for Councillors is to be held at Newcastle Town Hall on Friday 29 April 2011.

The workshop will teach Councillors to write persuasively, targeting the type of correspondence Councillors send and receive on a daily basis, with an aim of eliminating correspondence misunderstandings with stakeholders as the words that Councillors choose are very powerful and help to achieve positive outcomes for their community.

Councillors Matthews has expressed an interest in attending this workshop.

Conference - 2011 Australian Local Government Women's Association – Strong Women Influencing Future Trends

The ALGWA is a peak representative body for women who are involved or interested in Local Government. This year the conference will be celebrating its diamond jubilee and will be held in Blacktown City from 26-28 May 2011.

The conference will provide valuable networking opportunities that should be an essential part of staff's professional development. The program has recognised experts in areas concerning women and women's issues within Local Government.

Councillor Matthews has expressed her interest in attending the conference.

Conference - 2011 Asia Pacific Cities Summit (APCS), 'The Business of Cities'

On 6-8 July 2011 Brisbane City Council will host the biennial 2011 Asia Pacific Summit (APCS).

For the past 15 years the APCS has attracted some of the world's most influential city and business leaders to share ideas and solutions to global challenges. The 2011 Summit will again bring together mayors, senior civic officials and international business leaders from Asia Pacific, Europe, the Middle East and the Americas.

With the theme 'The Business of Cities', the 2011 APCS will showcase world renowned speakers, presentations and case studies focusing of three streams: the business of green cities, the business of smart and connected cities and the business of growing cities .

Sir Richard Branson, founder of Virgin Group, and former Mayor of New York City, Rudy Giuliani will be keynote speakers at the Summit.

Campbell Newman, Lord Mayor of Brisbane City Council, has invited Mayor Eaton to be a part of the premier international business and civic forum at this summit.

OPTIONS

Nil Impact.

STRATEGIC LINKS**Annual Plan**

Nil Impact.

Contribution of Proposal to the Principal Activity

Nil Impact.

Link to Shire Strategic Vision

The workshop, conference and summit will enable Councillors to communicate with the community more effectively and also aid them in achieving positive outcomes that will in turn benefit the community.

Financial Implications**Persuasive Writing Skills for Councillors**

The table below indicates the cost for attendance at the workshop and associated travel expenses per Councillor:

Persuasive Writing Skills Workshop for Councillors	Councillor Fees
Registration	\$1,067
Manual	\$49
Travel	\$105
Catering	\$32
Venue	Free
Total	\$1,253

2011 Australian Local Government Women's Association – Strong Women Influencing Future Trends

The table below indicates the cost for attendance at the conference and associated travel expenses per Councillor and Councillor's Partner:

2011 ALGWA Conference	Councillor Fees	Councillor Partner Options
Registration (early bird by 30/4 \$580) Guest / Partner options: - Informal Buffet Dinner - Formal Dinner	\$620	\$80 \$110
Travel (Council vehicle approx)	\$160	Included in Cr Fees
Accommodation (based on approx \$193 per night) at Conference Venue	\$580	Included in Cr Fees
Other disbursements (approx meals etc)	\$500	\$150
Total - estimate	\$1,860	\$340

2011 Asia Pacific Cities Summit (APCS), 'The Business of Cities'

The table below indicates the cost for attendance at the summit and associated travel expenses per Councillor and Councillor's Partner:

2011 APCS Summit	Councillor Fees	Councillor Partner Options
Registration	\$1400	Not applicable
Aeroplane (Newcastle to Brisbane return)	\$138	\$138
Rental Car (Toyota Camry)	\$280	Included in Cr Fees
Accommodation (based on approx \$280 per night) at Sofitel Brisbane Central	\$1120	Included in Cr Fees
Other disbursements (approx meals etc)	\$320	\$320
Total - estimate	\$3258	\$458

Principles of Sustainability

Nil Impact.

CONSULTATION

This submission complies with Council's adopted Facilities and Expenses Policy for Councillors.

GOVERNANCE

In accordance with the provisions of Council's Facilities and Expenses Policy for Councillors, Councillors are encouraged to attend external training sessions that will support their professional development as a Councillor. Reasonable expenses incurred in Councillors attending external training are met in accordance with that policy.

CORPORATE RISKS

Nil Impact.

CONCLUSION

The workshop, conference and summit listed would be of benefit to the professional development of Councillors and attendance is encouraged.

ATTACHMENTS

- | | | |
|---|--|-----------|
| 1 | Persuasive Writing Skills for Councillors Flyer | D02564262 |
| 2 | 2011 ALGWA Program and Registration Form | D02578619 |
| 3 | 2011 Asia Pacific Cities Summit Brochure and Registration Form | D02572774 |

Products and Services

Persuasive Writing Skills for Councillors

The pen is mightier than the sword - Edward Lytton 1839

Discover a proven way to build relationships between Councillors and the Community.

By Niall Kennedy MMktg, Local Government Advisor

The words that Councillors choose are very powerful. Your words can literally tear down buildings, build bike paths etc. Words help Councillors like you achieve positive outcomes for the community. By learning to write persuasively you'll notice that more of your submissions get approved. Persuasive Writing Skills for Councillors is a one day workshop. The workshop was designed after interviewing 25 Councillors about the type of correspondence they send and receive on a daily basis.

In our litigious world, Councillors need to be careful with correspondence. Imagine if you could write more persuasively to influence the reader and abolish perceived fears. Imagine the difference if we could eliminate correspondence misunderstandings with stakeholders.

Learn Persuasive and Powerful Writing Skills

In this workshop you will learn the art of writing persuasive submissions. You'll learn how to pepper in terminology that will help the reader see the wisdom of your concepts. You'll notice less pushback and fewer objections to your ideas.

Four ideas to make your submissions more persuasive

1. Identify your main idea or point of view. Make sure it is easy to understand for the reader.
2. Profile the reader(s). Try to understand your audience. Are your readers undecided about your issue? Or are your readers hostile to your point of view?
3. Identify the strongest supporting points for your submission.
4. Identify the most significant opposing view. Explaining and then refuting the opposing view strengthens the credibility of your submission.

Key Learning Outcomes

At the conclusion of your workshop, Councillors will be able to:

- Be aware of the different reading styles of different generations.
- Be aware of the perils of Councillor jargon and endless acronyms.
- Practice using different persuasive styles.
- Understand the personality styles of critical readers.
- Critique existing internal reports and a sample of external reports.

- Substitute words that cause reader confusion.
- Remove ambiguity from correspondence.
- Write clearly with NLI¹ written communication techniques.
- Learn referencing and reinforcement techniques.
- Reframe key messages from different perspectives.
- Understand the psychology of influencing skills.
- Learn to acknowledge yet refute opposing viewpoints.
- Respond to feedback in a manner that will help you fine-tune your writing skills.
- Write in the active rather than the passive voice.
- Plan Councillor correspondence before writing.
- Test your current knowledge of grammar, punctuation and spelling.
- Critique the 5 rules of engaging the reader.

Over the past 6 years Preferred Training Networks has designed, delivered and organised a variety of professional development programs for more than 2,000 LG staff and Councillors. Some LG organisations that we have worked with include:

Bass Coast, Boroondara, Beaudesert, Brimbank, Caloundra, Casey, Fairfield, Frankston, Glen Innes, Hobsons Bay, Manningham, Gladstone, Maroondah, Nillumbik, Port Phillip, Rockhampton, Somerset Regional Sydney, Toowoomba, Wodonga, Whitehorse, Whittlesea. Persuasive Writing Skills for Councillors can be conducted at your offices anywhere in Australia. The max number of participants is 6 but we recommend groups of 3-4. If you can't get a group size of 3-4 contact our office on 1800 825 752 for some alternatives.



PREFERRED TRAINING NETWORKS

Persuasive Writing Skills for Councillors
For further information about Persuasive Writing Skills for Councillors

Contact

Deborah Dear 03 9805 8000 or email ddear@preftrain.com



SWIFT

Strong Women Influencing Future Trends

2011

ALGWA
CONFERENCE
NSW

diamondjubilée
event
program



2011 ALGWA Conference

Hosted by Blacktown City Council

26 - 28 May 2011



MC & Key Note Speaker

ROBYN MOORE

Robyn Moore is a multi skilled communicator who has been changing peoples' perception through the power of the word for over 30 years.

She has sold millions of dollars worth of products for thousands of Australian companies, entertained millions of Australians in this country's longest running radio comedy, enchanted children in animation series that are seen in over 70 countries and is considered to be one of our top speakers at national and international conferences.



Special Guest Speaker

LIZ ELLIS

Liz is one of Australia's most successful netballers ever. Until her retirement in 2007, she was captain of the Australian Netball Team and surpassed the record for most test matches played for Australia.

Liz's career highlights include 3 World Championships, 2 Commonwealth Games Gold Medals and 4 National Premierships, as well as being named Aust's Most Valuable Player on four occasions.

In 2009, Liz became a Member of the Order of Australia (AM) in the Australia Day Honours for "services to netball and the encouragement of women in sport, and to the community through support for a range of charitable organizations".

And not forgetting, her past role as captain of the Sydney Swifts.

Blacktown City Council





2011
ALGWA
NSW



WEDNESDAY

Thursday 26 MAY 2011

TIME

2:00pm to 3:00pm

3:00pm to 5:00pm

VENUE

NOVOTEL - ROOTY HILL

33 Railway Street, Rooty Hill

NOVOTEL - CONCEPT ROOMS 1 & 2
Conference Registration

THURSDAY CONFERENCE

Master of Ceremonies

ROBYN MOORE

» Voice Over Artist

"SUCCESS WOMEN'S NETWORK"

» Formerly: Sydney Women's Network



WORKSHOPS by Success Women's Network

- Achieving worklife balance
- Networking
- Personal development and mindset

» Car parking facility available. Light refreshments provided

TIME

6:40pm

7:00pm to 8:30pm

VENUE

BLACKTOWN OLYMPIC PARK

AFL/CRICKET STADIUM

Eastern Road, Rooty Hill

» Coaches leave from the Novotel Reception for the Mayoral Reception

» 10 min trip

MAYORAL RECEPTION

» Hot & Cold Canapés and beverages

» Coaches leave for Novotel - Rooty Hill

» Car parking available via stadium entrance

2

NOTE: Unless indicated, all items are included in conference package price.

Beverages include beer, wine & soft drinks.

Blacktown City Council





2011
ALGWA
NSW



WEDNESDAY
THURSDAY
FRIDAY

Friday 27 MAY 2011

TIME

7:30am to 8:00am

8:00am to 9:00am

9:00am to 5:00pm

VENUE

NOVOTEL - BOOMERANG ROOM
33 Railway Street, Rooty Hill

Heartmoves

Proudly Sponsored by Emerton Leisure Centre

Heartmoves is a gentle physical activity program for those individuals getting back into exercise. A great way to start your day.

NOVOTEL - CONCEPT ROOMS 1 & 2

Friday Conference Registration

> Thursday delegates do not need to register

FRIDAY CONFERENCE

MC & Keynote Speaker

ROBYN MOORE

"The power of the word"



PANEL DISCUSSION

Strong Women Influencing Future Trends

> Car parking facility available. Light refreshments provided

3

TIME

7:30pm to 11:00pm

VENUE

NOVOTEL - CONCEPT ROOMS 1 & 2
33 Railway Street, Rooty Hill

INFORMAL BUFFET DINNER

> Includes beverages

> Car parking available at Venue

NOTE: Unless indicated, all items are included in conference package price.
Beverages include beer, wine & soft drinks.

Blacktown City Council





2011
ALGWA
NSW



SATURDAY 28 MAY 2011

TIME

VENUE

7:15am

**BLACKTOWN OLYMPIC PARK
AFL/CRICKET STADIUM**
Eastern Road, Rooty Hill

» Coaches leave from the Novotel Reception for the Conference Breakfast
» 10 min trip

7:30am - 8:30am

BUFFET BREAKFAST

8:30am - 10:30am

SPECIAL GUEST SPEAKERS

Liz Ellis
Commentator - Network 10 & CND ID/Netball Host



Darriea Turley
ALGWA National President
"50:50 Vision - Gender Pay Equity"

11:00am

BLACKTOWN FESTIVAL
Flushcombe Road, Blacktown

STREETS ALIVE PARADE

TOURS
12:45pm

**BLACKTOWN LEISURE CENTRE STANHOPE
and DENNIS JOHNSON LIBRARY**

or

ROUSE HILL HOUSE & FARM and THE PONDS

then

BLACKTOWN CITY COUNCIL ARTS CENTRE
Flushcombe Road, Blacktown

4

TIME

VENUE

7:00pm to 11:00pm

NOVOTEL - WARATAH ROOM
33 Railway Street, Rooty Hill

FORMAL DINNER

3 Course Set Menu
» This includes pre-dinner canapés, drinks and beverages

WOMEN OF BLACKTOWN CITY
Special Screen Presentation

NOTE » Car parking available at Venue

NOTE: Unless indicated, all items are included in conference package price.
Beverages include beer, wine & soft drinks.

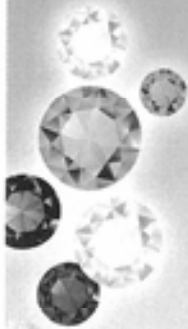
Blacktown City Council





2011

ALGWA
CONFERENCE
NSW



SPONSORSHIP

The conference organisers are seeking corporate support and in turn offer various benefits to companies for that support. There are varying levels of sponsorship as detailed in this proposal.

Should companies wish to "mix and match" within the various levels this can most certainly be negotiated.

Also, it should be noted that on the 28th May the Conference will be run in conjunction with the Streets Alive Fiesta , the concluding event for the Blacktown Festival. It is anticipated that companies who sponsor the conference could leverage support with brand awareness on all publications for the Festival.

On 28th May over 70,000 people will visit the streets of Blacktown where there will be over 350 market stalls, a street parade and 6 performance stages.



SPONSORS & SUPPORTERS

BLACKTOWN CITY COUNCIL
EMERTON LEISURE CENTRE
SUCCESS WOMEN'S NETWORK



5

- w) www.blacktown.nsw.gov.au
- e) swift2011@blacktown.nsw.gov.au

This is an information document for the 2011 ALGWA conference. The document is subject to change without notice. Contents will be updated on an ongoing basis. Please contact Council for further details on 9839 6000.



*Celebrating
60 Years*

Strong Women Influencing Future Trends





OFFICE OF THE
LORD MAYOR
Brisbane

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30 March 2011

Cr Doug Eaton
Mayor
Wyong Shire Council
PO Box 20
WYONG NSW 2259

My dear Mayor

**Invitation to attend the 2011 Asia Pacific Cities Summit, 'The Business of Cities'
Wednesday 6 to Friday 8 July 2011**

In July 2011, Brisbane – Australia's New World City – will host the biennial 2011 Asia Pacific Cities Summit (APCS). It is my great pleasure to invite you to be part of this premier international business and civic forum.

The 2011 APCS is a Brisbane City Council initiative and for the past 15 years, it has attracted some of the world's most influential city and business leaders to share ideas and solutions to global challenges. The 2011 Summit will again bring together mayors, senior civic officials and international business leaders from Asia Pacific, Europe, the Middle East and the Americas.

With the theme 'The Business of Cities', the 2011 APCS will showcase world-renowned speakers, presentations and case studies focusing on three streams: the business of green cities, the business of smart and connected cities, and the business of growing cities. I am also pleased to announce that Sir Richard Branson, founder of Virgin Group and former Mayor of New York City, Rudy Giuliani will be keynote speakers at the Summit.

The Summit will also feature an international tailored business matching program for companies from, but not exclusive to, the following industries: clean technology, digital, education, creative industries, environmental management, food and agribusiness, infrastructure, innovative manufacturing, marine, mining, telecommunications, transport, and urban development.

Business matching is an unique opportunity for companies to profile their organisation to hundreds of potential clients, customers, suppliers, investors and partners from around the world. If your city is interested in progressing and learning about potential business opportunities in these and many other key industries, this is an opportunity not to be missed.

.../2

Delivering for our suburbs

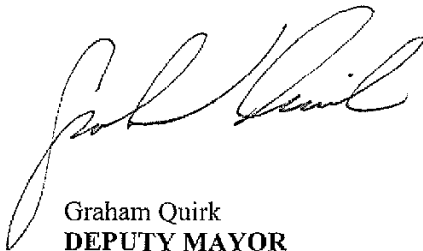
- 2 -

I would be delighted if you could also contact your networks and bring a delegation of key government and business representatives to progress economic opportunities for your city.

For more information about the 2011 APCS, please contact Mr David Widjaja from the International Relations Unit by emailing david.widjaja@brisbane.qld.gov.au or by calling (07) 3178 9886. Alternatively, please visit www.apcsummit.org for registration details and other information. Early bird registrations are available until 6 April.

I sincerely hope that you can join us and I look forward to welcoming you to Brisbane in July.

Yours sincerely



Graham Quirk
DEPUTY MAYOR
For Campbell Newman
LORD MAYOR

Ref: LM11476-2011

Enc. APCS Brochure and DVD

Delivering for our suburbs

THE BUSINESS OF CITIES

6 - 8 JULY 2011

An initiative of



Dedicated to a better Brisbane

Principal Partner



2011 ASIA PACIFIC CITIES SUMMIT

What is the Asia Pacific Cities Summit?

Attracting delegates from more than 100 cities across the Asia Pacific, Europe, the Middle East and the Americas, Brisbane – Australia's new world city – will welcome the world at the 2011 Asia Pacific Cities Summit (APCS).

The biennial APCS is the region's premier international business and civic forum. It's renowned for helping businesses gain entry into one of the fastest growing markets today – the Asia Pacific region.

Themed 'The Business of Cities', the 2011 APCS will host world-renowned speakers, presentations and case studies incorporating three sub-themes – sustainability, connectivity, and managing our cities' rapid growth.

The three-day Summit will drive business opportunities and economic growth through international trade and investment for Brisbane, South East Queensland and the wider Asia Pacific region.

Held from Wednesday 6 to Friday 8 July 2011, the Summit is a Brisbane City Council initiative delivered by working with the Queensland Government as its Principal Partner.

Why should you attend the 2011 APCS?

Delegates at the 2011 APCS will have the opportunity to:

- increase business growth, trade and investment opportunities
- forge partnerships with international business and government agencies
- meet international business leaders and government decision-makers
- expand international networks
- raise the company profile
- springboard into the rapidly growing Asian markets
- learn about the latest trends/challenges for cities.

Who will attend the 2011 APCS?

More than 1,000 business and civic delegates from over 700 global cities will attend the Summit. As a registered delegate attending speaker sessions and social events, you will meet with:

- corporate executives and business leaders
- Mayors, Deputy Mayors, civic CEOs, councillors
- government ministers
- policy decision-makers
- academics
- young professionals – our leaders of the future.

Business matching

Business matching at the Summit offers opportunities for delegates, sponsors and exhibitors to meet potential customers, clients, suppliers, investors and partners in high-growth markets, including Brisbane's nine Sister Cities. Through tailored introductions and booked appointments, participants can meet key global business leaders and government decision-makers to further their business opportunities.

The 2011 Summit will focus on key industry sectors, including the following.

- Clean technology
- Creative industries
- Digital
- Education
- Environmental management
- Food and agribusiness
- Infrastructure
- Innovative manufacturing
- Marine
- Mining
- Telecommunications
- Transport
- Urban development

Trade Market Square

This interactive and exciting exhibition space will be the Summit's networking hub, showcasing products and services, companies and agencies from the Asia Pacific region and beyond. It will also be the social gathering point for morning and afternoon teas, and will be the venue for the international business matching program.

Contact details

2011 APCS Managers
c/- Event Planners Australia
T: +61 7 3858 5582
E: info@apcs Summit.org
W: www.apcs Summit.org

'The Business of Cities'

When: Wednesday 6 to Friday 8 July 2011
Where: Brisbane Convention & Exhibition Centre, Queensland, Australia
Cost: Australian Dollars - early/bird \$1,700; standard \$1,900; late/onsite \$2,100
Sponsorship: visit www.apcs Summit.org and go to 'Sponsorship & Exhibition' for information about sponsorship packages
Exhibitors: visit www.apcs Summit.org and go to 'Sponsorship & Exhibition' for information about exhibition packages

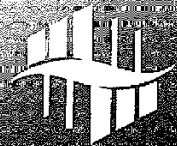
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For more information or to register your interest in attending the 2011 APCS, visit www.apcs Summit.org

THE BUSINESS OF CITIES

6 - 8 JULY 2011

REGISTRATION
BROCHURE



2011 ASIA PACIFIC CITIES SUMMIT

Brisbane, Queensland, Australia

brisbane
australia's new world city

Principal Partner



Platinum Sponsors



An initiative of



Dedicated to a better Brisbane

THE BUSINESS OF CITIES

6 - 8 JULY 2011



Invitation to attend

As Lord Mayor of Brisbane – Australia's new world city – I am delighted to welcome the eighth Asia Pacific Cities Summit to Brisbane.

The biennial Asia Pacific Cities Summit is an integral part of Brisbane City Council's agenda to generate international networks and drive business opportunities throughout the Asia Pacific.

The theme of the 2011 Summit is 'The Business of Cities', and over three interactive and challenging days, world-renowned speakers will focus on sustainability, connectivity and managing rapid growth in our cities over the coming decade.

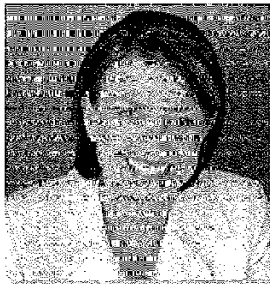
I continue to believe that bilateral relationships between our region's cities are the cornerstone of economic and trade relations between nations.

They facilitate the exchange of ideas; sharing of information and successes, and create a blueprint for future prosperity and sustainable living.

I invite you to join me at the 2011 APCS to meet hundreds of international Mayors, government ministers and corporate executives from more than 100 cities primarily from the Asia Pacific, but also from Europe, the Middle East and the Americas.

I look forward to seeing you at the event.

CAMPBELL NEWMAN
Lord Mayor of Brisbane



Invitation to attend

On behalf of the Queensland Government, we are pleased to once again partner with the Brisbane City Council for the Asia Pacific Cities Summit in July 2011.

Queensland and Asia share strong business and people-to-people links, and the Summit helps drive this collaboration across our dynamic regions.

This knowledge sharing has already proven to be a huge success, and I encourage you to network, to strengthen our business links and to continue growing this important relationship.

Our State has an international competitive advantage in a range of industries including marine industry products and services, infrastructure planning and construction, green building materials and architecture, aviation services and creative industries.

Despite differences from one city to another, their administrations often share similar challenges in managing urban development and planning, conserving energy and water, providing efficient and cost-effective transport solutions and balancing budgets while at the same time improving lifestyles for their citizens.

Queensland forms a vital part of Australia's trading economy, playing a significant role in the growth and prosperity of our nation. This success is in no small part due to the close relationships we have with our Asia Pacific neighbours, through such regional initiatives as the Asia Pacific Cities Summit.

ANNA BLIGH MP
Premier of Queensland



Summit history

Since its inception in 1996, the APCS has become one of the region's premier international business and civic forums.

In recent years, the Summit has been used as a springboard for global businesses to gain entry into the rapidly growing Asia Pacific markets.

About the 2011 Asia Pacific Cities Summit

An initiative of Brisbane City Council, the three-day Asia Pacific Cities Summit (APCS) drives economic growth for Brisbane, South East Queensland and the wider Asia Pacific region. Held biennially, the host city alternates between Brisbane and bidding international cities. The Summit in 2009 was held in Incheon, Korea, and in 2011, the Summit will be held at the Brisbane Convention & Exhibition Centre from Wednesday 6 to Friday 8 July 2011.

Under the theme 'The Business of Cities', the 2011 Summit will focus on business growth, trade, investment and economic outcomes for participating delegates and sponsors and developing partnerships between local, national and international government agencies and the private sector.

The APCS is part of Brisbane City Council's plan to drive business opportunities through international trade and investment for Brisbane, Australia's new world city. The Queensland Government, as Principal Partner of the Summit, and Council are working together to drive business outcomes for local organisations by generating opportunities in the Asia Pacific region and beyond.

Summit fast facts

Dates: Wednesday 6 – Friday 8 July 2011

Venue: Brisbane Convention & Exhibition Centre, Queensland, Australia

Theme: 'The Business of Cities'

T: +61 7 3858 5582

F: +61 7 3858 5499

E: info@apcsummit.org

W: www.apcsummit.org for further information and program updates

The Summit is expected to attract more than 1,000 delegates from over 100 cities.

Organising committee

The Lord Mayor has appointed the Chairman of Brisbane City Council's Finance, Economic Development and Administration Committee, Councillor Adrian Schrinner, as the 2011 Asia Pacific Cities Summit Chairman.

Cr Schrinner is supported by Brisbane's key business and media representatives, and senior state and local government officials.

Sponsorship and exhibition

The Summit acknowledges the generous support of the following sponsors:

Platinum sponsors



Gold sponsor



Bronze sponsor



THE BUSINESS OF CITIES

6 - 8 JULY 2011

Who should attend the 2011 APCS?

The 2011 APCS is expected to attract more than 1,000 delegates from over 100 cities – primarily from the Asia Pacific region and also from Europe, the Middle East, and the Americas.

2011 APCS registration gives delegates access to all keynote and plenary sessions, participation in the business matching program, attendance at official lunches and dinners (including an Aussie welcome barbeque, the gala dinner and closing ceremony lunch), and all morning and afternoon teas.

Delegates can choose from a selection of concurrent program sessions including best practice presentations and interactive case studies from around the world throughout the three-day Summit.

Based on corporate and civic attendance at previous Summits, participating delegates are expected to include:

- corporate executives, managers and business leaders
- Mayors, Deputy Mayors, civic CEOs, councillors and senior city decision-makers
- state and federal government ministers and senior representatives

- policy decision-makers
- academics
- young professionals – our leaders of the future.

Delegate professions attending the Summit include:

- architects
- builders
- consultants
- engineers
- financial planners
- ICT architects
- importers/exporters
- insurance brokers
- investors
- lawyers
- manufacturers
- project managers
- property developers
- transport planners
- urban designers/town planners
- small business owners interested in expansion.

Thirteen industry sectors have been identified as key sectoral streams for business matching during the 2011 APCS. A key focus of the 2011 APCS is on increasing business leads in these industries:

- clean technology
- creative industries
- digital
- education
- environmental management
- food and agribusiness
- infrastructure
- innovative manufacturing
- marine
- mining
- telecommunications
- transport
- urban development.





Provisional program overview

Themes

Under the broad theme of 'The Business of Cities', the 2011 APCS program comprises keynote plenary and panel sessions, and concurrent sessions of presentations and interactive case studies. Presentations will address cutting-edge issues and showcase best practice projects over three interactive and challenging days.

World-renowned speakers will focus on sustainability, connectivity and managing rapid growth in our cities over the coming decade through three sub-streams:

- the business of green cities
- the business of smart and connected cities
- the business of growing cities.

Business matching program

A central feature of the 2011 APCS, the business matching program will introduce businesses from Australia and around the world to relevant customers, clients, suppliers, investors and partners.

The program is a service offered by the APCS organisers and is available to all Summit attendees. It aims to fast-track connections between APCS delegates and the fastest growing market on the planet – the Asia Pacific region.

The business matching service includes a meeting place and time to link participants' businesses with specially matched customers, clients, suppliers, investors and partners.

To be part of the business matching program, delegates can complete the relevant section in the 'delegate registration' form.

Trade Market Square

The 2011 APCS Trade Market Square is an exhibition space that will showcase more than 50 organisations that currently operate within the Asia Pacific region or who have aspirations to grow their businesses globally. The Trade Market Square will be the hub of the event; home to the internet kiosk and all refreshment

Customised business matching is available to all APCS delegates, sponsors and exhibitors.

With Summit delegates representing more than 100 cities from across the globe, all attendees are encouraged to register for business matching. This program is available to those wishing to discuss possible business transactions and economic outcomes with others attending the Summit. Places are limited so get in quickly and be part of this results-focused opportunity.

The business matching program is an initiative of Brisbane City Council working in collaboration with the Asia Pacific Cities Summit's Principal Partner, the Queensland Government, through Trade and Investment Queensland and Brisbane Marketing.

breaks. It will provide a prime networking arena for delegates and exhibitors, and will be the backdrop to the business matching program.

Organisations interested in exhibiting in the Trade Market Square should contact the Summit managers on +61 7 3858 5582 or email info@apcsummit.org.

Mayors' Forum

The Mayors' Forum is for all attending Mayors or Deputy Mayors. It provides an opportunity for the heads of local government to get together to share knowledge, develop solutions for issues regarding city governance, and promote the growth and prosperity of cities across the Asia Pacific region and beyond. The forum includes the development of the Mayors' Accord, which is signed by all Mayors or Deputy Mayors on the final day of Summit. It commits the Mayors to work together to improve the liveability and sustainability of cities in our region.

Young professionals' program

The young professionals' program is for all attending young professionals, representing the future business and civic leaders of the region. It is an opportunity for their visions for the future prosperity of global cities to be shared, leading to the development of the Young Professionals' Accord. The Accord is signed by all young professionals on the final day of Summit. Young professionals must apply and be accepted into the program. Check the Summit website www.apcsummit.org for more information and updates as they become available.

THE BUSINESS OF CITIES

6 - 8 JULY 2011

Social events

Delegates will enjoy a number of networking opportunities, including an informal welcome evening at South Bank Parklands, the official 2011 APCS gala dinner and a selection of industry-specific site tours.

Trade viewing and happy hour

End your first day of Summit in a relaxed setting by joining fellow delegates and colleagues for a complimentary drink within the Trade Market Square exhibition space. This is also a great opportunity to view the trade displays and to network with other business and government leaders.

Date	Wednesday 6 July 2011
Time	1700 – 1800 hours
Location	Trade Market Square, Great Hall 3 and 4, Brisbane Convention & Exhibition Centre
Cost	Included for full-time delegates, young professionals and full-time exhibitor registrations
Guest tickets	\$15 per person for day registrants and guests
Dress	Business casual

Welcome reception

Continue on from the trade viewing and join fellow delegates and colleagues for an informal evening riverside barbeque set against the beautiful Brisbane City skyline.

Date	Wednesday 6 July 2011
Time	1830 – 2030 hours
Location	South Bank Parklands
Cost	Included for full-time delegates, young professionals and full-time exhibitor registrations
Guest tickets	\$140 per person for day registrants and guests
Dress	Business casual

Lord Mayor's walk and breakfast

Join the Lord Mayor of Brisbane and delegates from around the world for an informal early-morning walk along the Brisbane River followed by a light breakfast.

Date	Thursday 7 July 2011
Time	0630 – 0800 hours
Location	Start and finish in King George Square
Cost	Included for full-time delegates and young professionals
Guest tickets	Not available
Dress	Casual (exercise wear recommended)

Gala dinner

Enjoy a night with new friends and colleagues at the 2011 APCS gala dinner. Enjoy a three-course sit-down dinner, beverages and a night of exciting entertainment.

Date	Thursday 7 July 2011
Time	1930 – 2300 hours
Location	Exhibition Hall 1, Brisbane Convention & Exhibition Centre
Cost	Included for full-time delegates, young professionals and complimentary sponsor registrations
Guest tickets	\$180 per person for day registrants, exhibitors and guests
Dress:	Business attire

Closing lunch ceremony

The lunch on the closing day marks the end of the three-day program for delegates with reflections on the 2011 APCS and a presentation of the Young Professionals' Accord. The lunch will also feature two major announcements – the successful 2013 APCS host city and the Mayor who will occupy the prestigious new post of APCS Secretary General.

Date	Friday 8 July 2011
Time	1230 – 1400 hours
Location	Brisbane Convention & Exhibition Centre
Cost	Included for full-time delegates and young professionals
Guest tickets	Not available
Dress	Business casual

Cancellation policy

The Summit managers reserve the right to cancel or vary optional activities if minimum numbers are not reached. Regrettably, optional social functions and additional ticket cancellations cannot be refunded if participation is cancelled less than 72 hours prior to the event.

Disclaimer

The 2011 Asia Pacific Cities Summit and Event Planners Australia and their agents act only as organisers of these activities and do not accept responsibility for any act or omission on the part of service providers.

No liability is accepted for any inaccuracy, misdescription, delay, damage, death or personal injury.



General information

Summit venue

Brisbane Convention & Exhibition Centre
 Corner Merivale and Glenelg streets
 South Bank QLD 4101
 AUSTRALIA
 T: +61 7 3308 3000
 W: www.bcec.com.au

The Brisbane Convention & Exhibition Centre (BCEC), Queensland, Australia is the venue for the 2011 Asia Pacific Cities Summit. It is Australia's most awarded venue and has been officially ranked among the top three convention centres world-wide on three separate occasions.

With the opening of the BCEC extension on Grey Street - a new five-level boutique expansion of the Centre's convention facilities - BCEC will become Australia's most flexible meetings and events venue. The expanded venue will house three stand-alone plenary halls catering for events from 400 to 8,000 and a total of 41 meeting rooms and event spaces.

The BCEC is centrally located in the city's riverside precinct at South Bank, home to Brisbane's thriving arts and cultural community.

Visit www.bcec.com.au for more information.

Summit registration desk

Registration will be conducted at the registration desk upon arrival at the Brisbane Convention & Exhibition Centre at the following times:

Wednesday 6 July 0700 – 1830 hours
 Thursday 7 July 0700 – 1600 hours
 Friday 8 July 0800 – 1400 hours

Messages

A message board will be located outside the registration desk. Please advise potential callers to contact the Brisbane Convention & Exhibition Centre on +61 7 3308 3000 and ask for the 2011 APCS registration desk.

Personal mail

The Summit managers do not accept responsibility for personal mail. Please have mail sent to your accommodation address.

Dress

Business casual attire is appropriate for Summit sessions and the welcome reception, and business attire for the gala dinner. A jacket may be required for air-conditioned Summit session rooms and evening social events.

Special dietary requirements

Please note that a special dietary requirement is when a person chooses to omit certain foods or food groups from their diet on religious, ethical, moral or medical grounds. Provision will be made for food intolerances, Halal and Kosher requests, as well as vegetarian/vegan requests. Please note that requests for non-specific requirements, such as low GI or low fat, cannot be guaranteed. If you have a special dietary requirement, please indicate this on the registration form.

Tourist Refund Scheme

International travellers can claim back the goods and services tax (GST) and wine equalisation tax (WET) they have paid on goods bought in Australia that they are taking with them when they leave the country. The tax can be claimed back at international airports and seaports under the Tourist Refund Scheme (TRS), subject to conditions such as an AUD300 minimum purchase from one store.

Child-care facilities

Please note no official arrangements have been made for child-care during the Summit. Your chosen accommodation may be able to assist you further with child-care services during your stay.

Summit managers

For further information, please contact the Summit managers:

2011 APCS Managers T: +61 7 3858 5582
 Event Planners Australia F: +61 7 3858 5499
 6 Allison Street E: info@apcsummit.org
 Bowen Hills QLD 4006 W: www.apcsummit.org
 AUSTRALIA

Event Planners Australia – part of the MCI Group (www.mci-group.com/australia).

designs and delivers exceptional meetings and events for association, corporate and government clients. As the leading globally integrated conference, association and event management company we offer access to the local resources and expertise of our 43 offices across 21 countries. Our focus is on establishing long-term partnerships with our clients to deliver an innovative, tailored, best practice solution every time.



THE BUSINESS OF CITIES

6 - 8 JULY 2011

Host city – Brisbane

Brisbane, Australia's new world city, is the capital of Queensland and is the nation's third largest city. It is a diverse, sophisticated and globally connected city.

With one of the fastest population growths in Australia, excellent quality of life and a robust economy, Brisbane is proving its prowess on the national and international stage as a centre of innovation and enterprise, and art and culture.

Located in the south east corner of Queensland, the region is truly the State's – and indeed one of the nation's – multicultural hubs. The pattern of overseas-born migrants flocking to the area is in no doubt due to the enviable lifestyle, our knowledge-based industries and world-class research and development communities.

The city is spread over 2,116 square kilometres and with over two million residents in greater Brisbane, the region is home to more than one third of Queensland's entire population, and around 106,000 businesses in the Brisbane Local Government Area.

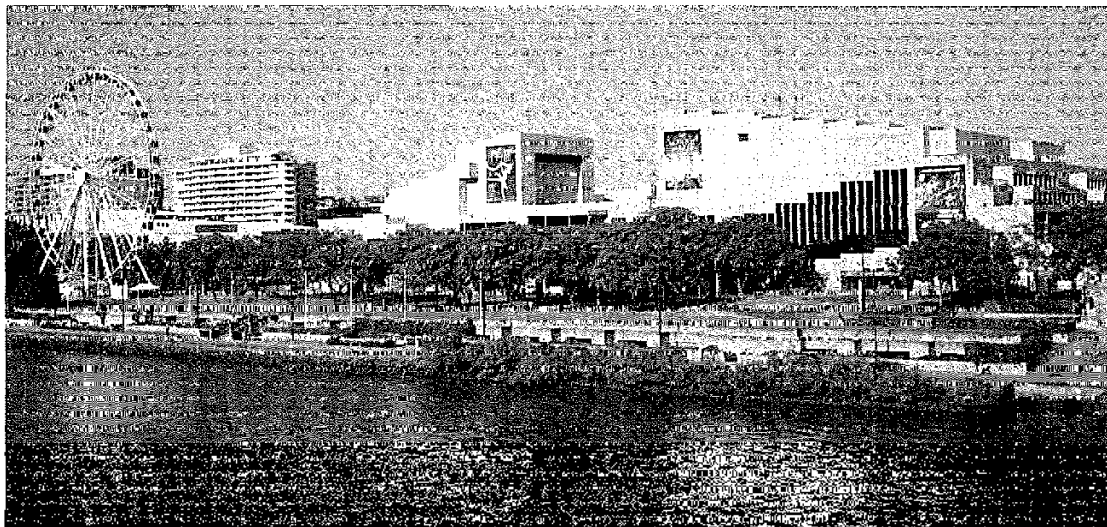
Brisbane enjoys consistent and strong economic development, competitive labour and property costs, close proximity and access to Asian markets, highly skilled labour and leading educational institutions, and clear lifestyle advantages.

Brisbane facts

- Brisbane is the capital city of the state of Queensland, Australia, and is governed by Brisbane City Council.
- Brisbane City Council is the largest city council in the Asia Pacific, managing a budget of over \$2.8 billion, with managed assets in excess of \$20 billion. Brisbane City Council administers the entire metropolitan area of Brisbane and is the most powerful, and politically influential local authority in Australia.
- More than 1,100 people a week have moved to South East Queensland over the past five years, with 178,000 moving to Brisbane within the same period.
- 21.7% of Brisbane's population was born overseas, with the highest numbers being from the United Kingdom, New Zealand, South Africa and Vietnam.
- Brisbane has averaged economic growth of more than 4.5% for the last 20 years.
- Brisbane is the closest major Australian capital to the Asia Pacific region.

In recent years, the city has undergone rapid development in both its built environment and culture. From Australia's premier live music scene in the Valley, to shopping, dining, exclusive international art exhibitions and the natural beauty of its surrounding area, Brisbane is a destination that offers memorable experiences to millions of visitors every year.

Brisbane is described as having a positive attitude and creative confidence that makes it a genuine 'new world city'.



7.3 Central Coast Bears' bid to gain admission into National Rugby League (NRL) in 2013.

TRIM REFERENCE: F2007/00321 - D02584952

AUTHOR: Margaret Collins; Personal Assistant to Director

DIRECTOR: Maxine Kenyon; Director Community & Recreation Services

SUMMARY

The Central Coast Bears have requested Council's in kind support for their bid to develop and be based at a sporting precinct in Mount Penang.

RECOMMENDATION

That Council provide in kind support to the Central Coast Bears' bid to gain admission into the National Rugby League in 2013 and the development of the Mt Penang Parklands Sporting Precinct.

BACKGROUND

Representatives from the Central Coast Bears met with Council staff on 24 March 2011 to discuss the status of their bid and request Council's support. Their bid is centred on the club's vision statement, which states that the aim of the club is to:

- Establish a world class rugby league franchise at Gosford on the NSW Central Coast.
- Provide the Central Coast community, and its legion of rugby league supporters, with a football team of its very own.
- Give aspiring Central Coast rugby league players the chance to play at the highest level without having to leave home, and
- Rekindle interest in the game of rugby league on Sydney's North Shore and Northern Districts, by bringing back the 'Bears', and in doing so, giving them an NRL team to support once again.

The Central Coast Bears propose to develop a world class facility at Kariong that will establish a community NRL franchise on the Central Coast. This facility, The Mount Penang Parklands Sporting Precinct, would accommodate community and regional sporting programmes and provide the community with a venue capable of providing events facilities for Local, State, National and International teams and businesses. This world class facility would provide benefits reaching across both Gosford and Wyong local government areas.

The club has also committed to engaging the Central Coast community with a number of strategies and programs that enhance the profile of the region including:

- Targeted sports programmes at Central Coast High Schools
- Indigenous development strategy across the Central Coast
- Educational opportunities for sports science, elite coaching, business, marketing, leadership skills and media

7.3 Central Coast Bears' bid to gain admission into National Rugby League (NRL) in 2013. (contd)

- Respite and learning facilities for the physically and mentally disabled.

THE PROPOSAL

Council has been asked to provide in kind support to the Central Coast Bears bid for inclusion in the National Rugby League and their bid for the development of the Mount Penang Parklands Sporting Precinct development.

In kind contribution could include support letters, support through media releases, linkages on Council's website, connections to sporting and community organisations and businesses or through provision of information to the Wyong community.

Further information is contained in the attachment.

OPTIONS

Council could decide not to provide in kind support to the Central Coast Bears.

STRATEGIC LINKS

Contribution of Proposal to the Principal Activity

<i>Principal Activity</i>	<i>Strategy or Program</i>	<i>Financial Line Item No and Description</i>
A More Sustainable Community	Provide and maintain local and regional community facilities for recreation, culture, health and education.	Nil
A More Sustainable Economy	Identify and leverage the competitive advantages of the Wyong Shire. Source tourist attractions across the Shire	Nil

Link to Shire Strategic Vision

<i>Priority Objective</i>	<i>How the proposal contributes or links to the Priority Objectives in Shire Strategic Vision and Annual Plan</i>
Communities - Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood.	Establishment of an NRL franchise on the NSW Central Coast will connect Gosford and Wyong local government areas and enrich the region as a whole. The Central Coast Bears propose to have numerous programs to support the active participation of the community in sport and recreation programmes.

7.3 Central Coast Bears' bid to gain admission into National Rugby League (NRL) in 2013. (contd)

Priority Objective	How the proposal contributes or links to the Priority Objectives in Shire Strategic Vision and Annual Plan
Travel - There will be ease of travel within the Shire, and to other regional centres and cities. Travel will be available at all hours and will be safe, clean and affordable.	Nil impact
Facilities and Services - Communities will have access to a diverse range of affordable and coordinated facilities, programs and services.	The proposed Mount Penang Sporting Precinct Facility will enable the Central Coast to stage events at international levels as well as provide strategies and programmes that will enrich and increase opportunities to the local community.
Education - The community will be well educated, innovative and creative. People will attain full knowledge potential at all stages of life.	Nil impact
Employment - There will be a strong and sustainable business sector and increased local employment built on the Central Coast's business strengths.	Enable and increase opportunities for commercial development within the area, leading to creation of employment on the Central Coast.
Telecommunications - Information communication technology will be consistent with world's best practice and adaptive to technological advances across all sectors.	Nil impact
Natural Areas - Areas of natural value in public and private ownership will be enhanced and retained to a high level in the context of ongoing development.	Nil impact
Environmental Programs - There will be a sense of community ownership of the natural environment through direct public involvement with environmental programs.	Nil impact

Financial Implications

The Central Coast Bears are not seeking any financial support; therefore there are no financial implications or impact on Council's budget.

Principles of Sustainability

Alignment to the principles of sustainability through providing in kind support to the Central Coast Bears bid can be seen through:

- Supporting local and regional economic prosperity
- Building and strengthening partnerships
- Improving opportunities and amenities for the community into the future.

CONSULTATION

Council's Sport, Leisure and Recreation team and Economic and Property Development team were consulted.

GOVERNANCE

Nil

CORPORATE RISKS

This proposal poses no risk to Council.

CONCLUSION

The Central Coast Bears bid for inclusion in the National Rugby League and for the development of the Mount Penang Parklands Sporting Precinct will provide vast tourism, economic and community benefits to the Central Coast community.

ATTACHMENTS

- | | | | |
|---|--|-----------|-----------|
| 1 | Central Coast Bears submission | | D02585291 |
| 2 | Mount Penang Parklands Sporting Precinct - Masterplan Presentation | Enclosure | D02585297 |

Submission points for Michael Whittaker General Manager Wyong Council

Central Coast Bears submission points for the development of the Mt Penang Parklands Sporting precinct and interaction with local councils via elite sport and community initiatives

Michael,

The Central Coast Bears road to the NRL has achieved many milestones over the last 18 months. There is no doubt that an NRL team based on the Central Coast with its Headquarters at Kariong will have wide reaching benefits across both Gosford and Wyong Shires.

We understand that our profile will bring value to Central Coast and the NRL as a whole so it's important that we're involved in the community in a number of forms.

To have the support of Wyong Council is greatly appreciated as it will form an integral part of our club in achieving our goal of developing a world class sporting facility at Mt Penang.

We look forward to working in the Wyong shire and sharing our vision for the region with you.

David Fairleigh

Head of Football Operations, Central Coast Bears



Submission points for Michael Whittaker General Manager Wyong Council

Vision

To establish a community NRL franchise on the NSW Central Coast that will enrich and inspire the lives of many beneficiaries in our region.

Objectives

- Continue to work our key drivers such as RDACC, LAPMA, Gosford Council, Wyong Council, State and Federal Governments to secure funding and infrastructure commitments for the Mt Penang Parklands Sporting Precinct.
- Commence building stage one of the Mt Penang Parklands Sporting Precinct with the \$3.5M and 3 HA of land that has been committed from the State Liberal Party.
- For Mt Penang Parklands Sporting Precinct to be the Headquarters of a Central Coast NRL franchise and pre-eminent sporting hub for elite sport on the Central Coast
- Create jobs on the Central Coast
- Attract business to the region.
- Leveraging all levels media to put the Central Coast on the world stage and work with the Central Coast Mariners in raising the profile of the Central Coast to create economic growth.
- Work in conjunction with the landing and Gosford Challenge projects.
- Continue our working relationship with Councils, LAPMA and RDACC in achieving infrastructure developments.
- Contribute to the sustainability of Bluetongue Stadium.
- With the Central Coast Bears NRL franchise as the primary tenant of Mt Penang Parklands Sporting Precinct it will enable leveraging opportunities for commercial development in the area.

Submission points for Michael Whittaker General Manager Wyong Council

Memberships and Sponsors

- As of March 2011 twenty five Central Coast small businesses have purchased foundation memberships at value of \$137,500
- As of March 2011 the Central Coast Bears have 75 Foundation members at a value of \$412,500
- As of March 2011 memberships are growing at 119 new members per week.
- As of March 2011 the Central Coast Bears have 6198 financial members at a value of \$123,960
- The current membership breakdown between *Central Coast and non Central Coast* residents is in favour of the Coast at 70% to 30% or a value of \$86,772
- As of March 2011 local accountancy financial and business advisory firm Fortunity has supported the bid to the value of \$205,000
- As of February 2010 the Central Coast Bears have secured playing kit sponsorships to the value of 1.5 million dollars

Timeline

- Details of our bid will be put before the NRL in the next 2 months
- An outcome announcement is expected in June 2011.
- Work to develop Stage 1 of the Mt Penang Parklands Sporting Precinct will be undertaken immediately upon a licence being approved.
- The football operations will commence training at Mt Penang in November 2012.
- March 2013 kick off.

Submission points for Michael Whittaker General Manager Wyong Council

Community Engagement

- Create a direct pathway to the NRL for 17 local clubs and 5700 registered players.
- The sporting precinct will accommodate community and regional programmes for, personal welfare, lifestyle choices, mental health, sports psychology, nutrition, drugs in sport and cultural awareness.
- Implement our Indigenous development strategy across the Central Coast.
- Implement our Rugby League programme "Halfback School" at the Central Coast Academy of Sport.
- Implement a minimum of 3 TSP (targeted sports programmes) at Central Coast High Schools.
- Implement our mentoring and Leadership programmes in Central Coast High Schools.
- The sporting precinct will provide event & seminar facilities for local, State, National and International teams and businesses.
- Create a Central Coast Sporting Hall of fame.
- Provide educational opportunities for sports science, elite coaching, business, marketing, leadership skills and media.
- Provide a facility for the 102 schools in the region to participate in a wide range of sport and recreation programmes.
- To provide work experience/placement opportunities with the UoN Ourimbah Campus Exercise Sports Science Department.
- Provide respite and learning facilities for the physically and mentally disabled.
- The CC Bears will work with ARL/NSWRL/CRL and the Department of Education to provide Rugby League development and learning programmes across all Central Coast School catchment areas
- The CC Bears will be committed to promoting public awareness programs towards gambling, drugs and alcohol, youth suicide and respect for women.

David Fairleigh

Head of Football Operations, Central Coast Bears



7.4 Draft Minutes of the Strategic Finance Committee

TRIM REFERENCE: F2009/02538 - D02561852

AUTHOR: Susanna Gardiner; Administration Assistant

MANAGER: Lesley Crawley; Manager Corporate Governance

SUMMARY

Reporting the Draft minutes and recommendations to Council of the Strategic Finance Committee held on 23 March 2011. Election of membership to the Strategic Finance Committee.

RECOMMENDATION

- 1 That Council note the draft minutes of the Strategic Finance Committee held on 23 March 2011.**
- 2 That Council adopt a Long Term Financial Strategy target for Working Capital equal to >3% of Operating Cash Expenses.**
- 3 That Council adopts a target Liquidity Ratio of above 1.5 to be included in the Long Term Financial Strategy.**
- 4 That Council authorises the Long Term Financial Strategy to include guidelines for Council's borrowing which:
 - I Allow for external debt to be used to finance long term inter-generational assets or where the return on investment inclusive of financing costs is positive.**
 - II Comply with directives of IPART in the case of water and sewer.**
 - III Establish a target for the Consolidated Debt Service Ratio of below 15% and a General Fund Indebtedness Ratio of less than 80% of revenue.**
 - IV Articulate a strategy to use Internal Borrowings over External Borrowings to capture any financial benefit between investment returns and financing costs - where available funds exist.****
- 4 That Council increase the Ordinary and Special Rates for 2011-2012 by the maximum 2.8% allowable "rate-pegging" adjustment set by the State Government.**
- 5 That Council adopt a Base Rate of \$162.00 for the 2011-2012 year.**
- 6 That Council change the Ordinary Rating system from a "Base Rate plus Ad Valorem amount" to one of "Minimum Rate plus Ad Valorem amount" from 1 July 2012.**

- 7 ***That Council adopt a Minimum Rate of \$430.00 in addition to an Ad Valorem Rate from 1 July 1 2012.***
- 8 ***That Council increase the Mining Rate by 100% and apply the increased revenue to a reduction of residential rates.***
- 9 ***That Council establish sub-categories of business rates based on the key business “centres of activity” for :-***
 - a. ***Bay Village Bateau Bay Shopping Precinct,***
 - b. ***Lake Haven Shopping Precinct,***
 - c. ***Tuggerah business precinct (inc. Westfield, Tuggerah Business Park, Tuggerah Supa-Centre and Tuggerah Straight).***
- 10 ***That Council continue to apply Special Rates for:***
 - d. ***Special Rate - The Entrance Town Centre***
 - e. ***Special Rate - Non-Residential Properties Toukley Area***
 - f. ***Special Rate - Non-Residential Properties Wyong Area***
- 11 ***That Council continue to levy the Stormwater Management Charge to fund management of stormwater.***
- 12 ***That Council increase Waste charges as outlined in the Revenue Policy including the increase in the Domestic Waste Annual Charge to \$409.00 and Tipping Fee increase to \$212.60.***
- 13 ***That Council endorse a maximum 5% increase to non-regulated fees for inclusion in the Annual Plan.***
- 14 ***That Council endorse the inclusion of the proposed new fees as the basis of the draft 2011/12 Annual Plan Revenue Policy.***
- 15 ***That Council elect two Councillors as standing members of the Strategic Finance Committee.***

BACKGROUND

Strategic Finance Committee Meeting Minutes

The Strategic Finance Committee met on 23 March 2011 and made several recommendations to Council for consideration. A copy of the full draft Minutes is provided below.

Membership

Council at its meeting held on 11 August 2010 adopted the Charter of the Strategic Finance Committee. The membership requirements of the Committee are:

“1 MEMBERSHIP

- ***The Mayor OR a Councillor elected as Chairperson by the Council.***
- ***Minimum of 2 other Councillors elected by the Council.***
- ***All other Councillors, if in attendance.”***

At that meeting, Council deferred an election of Councillor representation (as identified in the first and second points above) pending the outcome of the Committee Review. The Committee Review is yet to be finalised and it is considered appropriate to conduct the election.

The election should determine:

- The Chairperson (*Mayor OR a Councillor elected as Chairperson by the Council*)
- Minimum 2 other Councillors (*as regular members*)

Note: The Charter provides that all Councillors if in attendance at the Strategic Finance Committee Meetings are members for the purposes of meeting procedures. (eg voting).

Clause 5.12 of the WSC Code of Meeting Practice provides that if the Mayor does not wish to be the Chairperson of the Committee then a member of the Committee should be elected by Council. If the Council does not elect a Chairperson then the Committee will elect a Chairperson.

The current Chairperson of the Committee is Councillor McBride.

WYONG SHIRE COUNCIL
MINUTES OF THE
STRATEGIC FINANCE COMMITTEE OF COUNCIL
HELD IN THE COUNCIL CHAMBER
WYONG CIVIC CENTRE, HELY STREET, WYONG
ON 23 March 2011
COMMENCING AT 10.13 AM

PRESENT

Councillors McBride (Chairperson), L Matthews and D Vincent.

IN ATTENDANCE

General Manager, Director Corporate Services, Chief Financial Officer, Manager Finance, Revenue Accountant and Administration Assistant.

The meeting was scheduled to commence at 9.30 am. There was no quorum present at the scheduled start time. At 9.45 am, the Chairperson advised that the meeting was adjourned until 10.00 am.

At 10.13 am, the Chairperson noted that a quorum was present, declared the meeting open at 10.13 am and advised that the meeting was being recorded.

APOLOGIES

Apologies were accepted from Councillors Best, Eaton, Graham, McNamara, Symington, Webster and Wynn.

1.1 Disclosures of Interest

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

That the report and the fact that no disclosure was made be noted.

2.1 Confirmation of Previous Meeting

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

That the Committee confirm the minutes of the previous Meeting held on 28 July 2010.

BUSINESS ARISING OUT OF MINUTES

There was no business arising out of the minutes.

At this point in the meeting the Chairperson, Councillor McBride advised that the committee would deal with items 3.2, 3.3 and 3.4 first then deal with item 3.1. For the sake of clarity these items are recorded in their correct agenda sequence.

3.1 2011 - 2012 Annual Plan - Revenue Policy

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

The Strategic Finance Committee endorse the strategic objectives underpinning the proposed 2011/12 Four Year Delivery Plan and include the following assumptions in the 2011/12 Revenue Policy;

- 1 That Council increase its Ordinary and Special Rates by adopting the maximum 2.8% allowable rate pegging increase and adopt a Base Rate of \$162.00.*
- 2 That Council increase the Mining Rate Burden by 100% and redistribute the benefit to reducing residential rates.*
- 3 That Council pursue the option of creating sub-categories of business rates on key business "centres of activity" within the shire for Bay Village Bateau Bay, Lake Haven, and wider Tuggerah business precinct.*
- 4 That Council continue with the Special Rates including:*
 - a. Special Rate - The Entrance Town Centre*
 - b. Special Rate - Non-Residential Properties Toukley Area*
 - c. Special Rate - Non-Residential Properties Wyong Area*
- 5 That Council continue to levy the Stormwater Management Charge to fund*

management of stormwater.

- 6 *That Council pursue the option of replacing the current base charge and ad valorem system of levying Ordinary Rates with a minimum rate and ad valorem system with a view to implementing 1 July 2012.*
- 7 *That Council increase Waste charges as outlined in the Revenue Policy including the increase in the Domestic Waste Annual Charge to \$409.00 and Tipping Fee increase to \$212.60.*
- 8 *That Council endorse in principle a 5% increase in non-regulated fees towards their cost recovery.*
- 9 *That Council endorse the inclusion of the proposed new fees as detailed in this report as the basis of the draft 2011/12 Annual Plan Revenue Policy.*

The General Manager left the committee rooms at 11.05 am during discussion of this item and did not return.

The Chief Financial Officer left the committee rooms at 11.36 am during discussion of this item and did not return.

3.2 Working Capital Strategy

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

That the Committee recommends that Council adopt a Long Term Financial Strategy target for Working Capital equal to 3% of Operating Cash Expenses.

3.3 Liquidity Strategy

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

That the Committee recommend that Council includes a target Liquidity Ratio of above 1.5 in the Long Term Financial Strategy.

3.4 Borrowing

STRATEGIC FINANCE COMMITTEE RECOMMENDATION

That the Committee recommend that Council ensures the Long Term Financial Strategy includes a guideline on Borrowing which:

- 1 *Allows for debt to be used to finance long term intergenerational assets or where the return on investment inclusive of financing costs is positive.*
- 2 *Complies with directives of IPART in the case of water and sewer.*

- 3 ***Adopts a target for the Consolidated Debt Service Ratio of below 15% and a General Fund Indebtedness Ratio less than 80% of revenue.***

- 4 ***Adopts a strategy to use Internal Borrowings over External Borrowings in order to capture the financial benefit between investment returns and financing costs where available funds are available.***

The Meeting closed at 12.03 pm.

CONCLUSION

The Strategic Finance Committee has considered and endorsed a number of key financial targets and changes for use in the WSC Strategic Plan (incorporating the Annual Plan and Four Year Delivery Programme).

It is now appropriate for Council to consider and adopt the key elements for inclusion in the Strategic/Annual Plan 2011-2012.

ATTACHMENTS

Nil.