



Cassowary Coast
REGIONAL COUNCIL

OPERATIONAL PLAN

2025-2026





Operational Plan 2025-2026

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Acknowledgment of Country

Cassowary Coast Regional Council acknowledges the traditional custodians of the land and sea on which we operate, the Mamu, Djiru, Girramay, Gulgnay, Warrgamay, Jirrbal and Bandjin Peoples. We wish to acknowledge our respect for their current and emerging leaders and those in the dreaming. We thank all First Nations people for the contributions they make in building this community.

OUR VISION

Cassowary Coast: the most liveable tropical community

With exceptional natural beauty, community spirit and lifestyle amenities the Cassowary Coast region is one of the most liveable tropical communities and best places to invest in Australia.

The region is renowned for its pristine, well-preserved landscapes, featuring lush rainforests and stunning beaches. This natural splendour is matched by a strong community commitment to environmental conservation, ensuring the area's biodiversity and beauty is sustained for future generations.

A close-knit, friendly community fosters a strong sense of safety and belonging, with regular events and activities that bring people together. The comfortable tropical climate year-round supports an active lifestyle, encouraging participation in a variety of outdoor sports and recreational activities.

Other attractive lifestyle amenities include excellent schools, hospitals and retail experiences, good job prospects in agriculture, tourism and local businesses, and some of the best Art Deco heritage in Australia.

The vision to be **the most liveable tropical community** is aspirational.

Council is committed to listening and responding to community needs to work towards achievement of this vision.

OUR CORE VALUES ARE:



ABOUT OUR OPERATIONAL PLAN

Councils Integrated Corporate Plan 2025-2030 outlines Council's long-term vision, strategic priorities, and objectives, and sets out the services, initiatives, and key projects to be delivered over the next five years to meet the needs of our community. To support delivery of the Corporate Plan, Council adopted the FUTYR strategic planning framework — a robust and integrated approach designed to strengthen community engagement, transparency, and accountability.

The Operational Plan outlines how Council will put into action the priorities identified in the 2025–2030 Corporate Plan over the year ahead. By bringing these initiatives together in a single document, Council can clearly communicate to both the community and staff the key areas of focus for the year.

The Operational Plan 2025/26 aligns with our annual budget, outlines how we will manage operational risks, and tracks our progress toward the goals set out in the five-year Corporate Plan.

The activities and actions within this Operational Plan are directly aligned to the outcomes and objectives of Council's 2025–2030 Corporate Plan:

- Healthy communities
- Liveable places
- Sustainable environments
- Thriving economy
- Good governance

At the end of each financial year, Council reviews its performance against the Operational Plan and reports on progress in achieving the outcomes of the Corporate Plan through the Annual Report.

MEASURING PERFORMANCE

Quarterly reports will be presented to Council that measure and document the progress towards the achievement of the adopted actions.

Targets have been set for each action within the Operational Plan. Reporting on these targets will be based on progress against time, budget-based and other applicable milestones as outlined in reports to Council that are linked to these various initiatives, and may be developed through the course of the operational planning process from time to time.

MANAGING RISK

The operational planning process includes the management of Council's strategic and operational risks. Council's commitment to risk management is outlined in the Enterprise Risk Management Framework and the Enterprise Risk Management Policy. Implementation of the Operational Plan will be undertaken in accordance with the Enterprise Risk Management Framework and Guidelines.

OUR PLAN FOR THE FUTURE

Council's goals and strategies support the achievement of our vision and mission.

As part of developing this plan, we have reviewed and updated our corporate goals to reflect Council's renewed strategic direction and evolving organisational culture. We remain committed to meeting the broad and diverse needs of our community, while ensuring responsible and sustainable use of available resources.

The goals of the Cassowary Coast Regional Council are the result of consultation with the community and staff and represent the overarching vision that we share for the Cassowary Coast region.



OUR PURPOSE

Cassowary Coast Regional Council exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. `

To fulfil our purpose, we adopt the following roles and responsibilities:



Lead

We actively engage with the community to create strategic visions and plans, and to make well-informed, ethical decisions to work towards achievement of these shared visions.



Provide

We build and maintain infrastructure and deliver services, events and information to meet local needs.



Facilitate

We facilitate community outcomes through grants, networking (bringing interested parties together) and other support.



Partner

We form partnerships and strategic alliances in the interest of the community.



Advocate

We are the voice for the community, seeking to inform and influence decisions in higher levels of government and other external organisations.



Conserve

We strive to preserve and enhance the natural environment and our built and cultural heritage.



Regulate

We comply with and enforce legislation, regulations, local laws and policies.

Healthy Community

A healthy, active and inclusive community with a strong sense of identity, belonging and pride..

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
1	1.1	Develop a Community Safety Plan.	Community Safety Plan developed with community consultation and endorsed by Council.	Community Development & Advocacy				•
2	1.2	Partner with stakeholders to deliver community safety services, including enabling Queensland Police Services to access Council CCTV infrastructure.	<ol style="list-style-type: none"> 1. Review Memorandum of Understanding with Queensland Police Service (Q4) 2. Identify land suitable for Tully Open Hearts Shelter and provide tenure options for Council consideration (Q1). 3. Partner with QPS to deliver new safety intelligence technology. (Q3) 	Facilities and Leasing	•		•	•
3	1.4	Facilitate increased awareness and participation in community safety programs, such as Neighbourhood Watch.	Increase awareness and participation in the Queensland Governments Community Safety Champions (CSC) program.	Community Development & Advocacy		•		
4	1.5	Partner with other levels of government, health care and social assistance agencies and providers to investigate innovative business models to deliver health services in small, regional towns.	Report to Council and community on identified improvements to delivery of primary health services in Mission Beach and Cardwell.	Community Development & Advocacy		•		
5	1.13	Development of a Regulatory Services 3-year Plan identifying improvement to current deliverables and resources required, identifying resources, aims and objectives	Regulatory Services 3-year plan developed and endorsed by Council.	Regulatory Services			•	
6	2.1	Coordinate the First Nations People Advisory Committee	Host the inaugural meeting of the First Nations People Advisory Committee and establish a meeting schedule to ensure ongoing and consistent engagement with the committee.	Community Development & Advocacy	•			
7	2.2	Collaborate with community partners to develop and deliver multicultural events, including NAIDOC Week and Reconciliation Week, and activities hosted by Cassowary Coast Library and Museum Services.	Community events delivered in partnership with community groups during NAIDOC Week and Reconciliation Week.	Community Development & Advocacy	•			•
8	2.4	Coordinate the Cassowary Coast Australia Day Awards program	Deliver the annual Cassowary Coast Australia Day Awards event.	Community Development & Advocacy			•	
9	2.9	Deliver the Regional Arts Development Fund (RADF) in collaboration with Arts Queensland, the RADF Advisory Committee and community.	Review Regional Arts Development Fund guidelines to ensure the best local program outcomes.	Community Development & Advocacy	•			
10	3.1	Facilitate community services such as youth, sport and recreation, and access and inclusion.	Delivery of youth, sport, and recreation programs, including Tilapia Fishing Competition, and Sport Bursary Awards.	Community Development & Advocacy	•	•	•	•

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
11	3.4	Facilitate and support the Youth Advisory Committee (YAC) to develop and deliver priority projects in the Youth Action Plan.	Develop the Youth Action Plan through consultation with community for Council adoption.	Community Development & Advocacy		•		
12	3.6	Partner with Vocational Partnerships Group to deliver the Cassowary Coast University Centre to support students in the region to access higher education and training.	Support the growth and operations of the Cassowary Coast University Centre and share outcomes through the centers annual report to Council.	Community Development & Advocacy		•		
13	4.1	Deliver the Community Grants and Support Program.	Review the Community Grant & Support Program guidelines to ensure the best local outcomes from Council's Community Projects & Initiatives and Infrastructure Grant streams.	Community Development & Advocacy	•			
14	4.3	Deliver governance and grant writing workshops for community and volunteer-led organisations.	Governance and grant writing workshops available to the community bi-annually.	Community Development & Advocacy	•		•	
15	4.5	Develop a program to help community organisations attract and retain volunteers to grow their capacity to deliver services.	Deliver Volunteers Week programs including Expo, upskilling and capacity building.	Community Development & Advocacy				•
16	4.6	Celebrate volunteers through Volunteer Week.	Community event held in celebration of Volunteer Week.	Community Development & Advocacy				•
17	5.4	Advocate for improved access to animal welfare services (desexing programs, animal welfare checks etc).	Review Local Law 2 (Animal Management) 2022 and undertake a trial desexing program.	Regulatory Services		•		
18	New	Provide Wayfinding signage from the Bruce Highway to the entrance of Kurrimine Beach	Kurrimine Beach Wayfinding signage installed.	Project Delivery and Economic Development			•	



Liveable Places

Financially sustainable, well built and maintained infrastructure and facilities enhance community safety, connectivity and overall liveability.

Ops Plan	Corp Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
19	6.2	Review and adopt a new Planning Scheme in consultation with the community.	The draft Cassowary Coast Planning Scheme is supported by the community and endorsed by Council and State Government.	Planning and Development				•
20	6.4	Advocate for development of the Port of regional investment, economic growth and job creation.	Strategic Business Case Port of Mourilyan endorsed by Council and advocacy plan developed.	Planning and Development				•
21	7.3	Review short-term and transitional housing needs to support the Pacific Australia Labour Mobility scheme. This scheme enables eligible businesses to hire workers from 9 Pacific islands and Timor-Leste when there are not enough local workers available.	Advocate to the State Government on movements within the sector and local industry feedback relating to the Pacific Australia Labour Mobility scheme.	Community Development & Advocacy			•	
22	8.9	Install iconic park entry signage at Banyan Park.	Signage designed, procured and installed at Banyan Park.	Asset Engineering				•
23	9.2	Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, with a focus on: <ul style="list-style-type: none"> Tully Mission Beach Road, including flood mitigation El Arish Mission Beach Road Tully Hull Road Bruce Highway Canecutter Way Palmerston Highway 	Develop the Cassowary Coast Regional Council Advocacy Plan 2025/26 with a strong focus on increased funding for road resilience upgrades, improved maintenance and road safety initiatives.	Office of the Mayor		•		
24	9.4	Seek funding for a staged upgrade of Bowen Street, Cardwell.	Review design following community consultation to ensure it represents value for money and is fit-for-purpose.	Asset Engineering	•			
25	9.5	Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved.	Undertake a review through market testing to compare efficiencies between unit rates and hourly rates for formation grading and roadside vegetation management to inform the Service Area Review.	Asset Maintenance		•		
26	9.7	Fund and seal high priority unsealed roads in Council's unsealed road network.	TC Jasper and Associated Flooding Betterment Funding of \$4.6M allocated to upgrades to adopted priority roads including portions of Granadilla and Jubilee Roads.	Asset Engineering		•		
27	9.13	Review the Transport Asset Management Plan to facilitate safe, effective, and efficient movement of people and goods throughout the region.	Review of Council's Transport Asset Management Plan completed and endorsed by Council.	Asset Engineering		•		
28	10.5	Improve pedestrian crossing at the Owen Street and Lily Street intersection.	Improvements to the pedestrian crossing at the intersection of Owen Street and Lily Street. These changes form part of the Innisfail Walking Network Plan and will include upgrades to the existing painted refuge, construction of a formal central refuge island, and potential modifications to kerb-level crossings to enhance pedestrian connectivity, accessibility and reduce crossing distances.	Asset Engineering				•

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
29	11.2	Advocate for State Government to fund and deliver a long-term dredging plan for One Mile Creek, Port Hinchinbrook.	Advocate to the Queensland Government and Deputy Premier for the acquisition of the Port Hinchinbrook Lands in liquidation and development of an Infrastructure Agreement.	Office of the Mayor				•
30	11.3	Publish and promote the Boat Ramps Maintenance Program to improve community awareness and ease of accessing information about planned works.	Annual boat ramp maintenance program made publicly available on the Council website, supported by targeted social media campaigns.	Asset Maintenance			•	
31	11.6	Deliver an upgraded car park and launching facility at Kurrimine Beach boat ramp upon completion of DTMR works.	Carpark design works completed following targeted consultation. Construction planned to follow the Queensland Governments delivery of the new boat ramp.	Asset Engineering				•
32	12.3	Develop a Water Security Strategy to understand future requirements for new supplies, expansion of existing supplies and changing demand profiles to be considered in the context of a changing climate.	Cassowary Coast Water Security Strategy developed and endorsed by Council.	Water and Wastewater		•		
33	12.4	Implement Council's Leak Reduction Strategy.	Delivery of over 3,000 meters of water main renewals across the region.	Water and Wastewater				•
34	12.7	Assess community support for reticulated sewerage infrastructure options in Cardwell.	Evaluate community support for sewerage connection options in Cardwell and present a recommendation report to Council.	Water and Wastewater				•
35	New	Investigate initiatives to ensure Central Business Districts, townships, villages and approaches are vibrant and welcoming areas loved by locals and adored by visitors whilst fostering a sense of community pride, ownership and connection with towns rich cultural heritage and fostering economic growth.	<ol style="list-style-type: none"> 1. Review Precinct Levels of Service across the region. 2. Collaborate with DTMR regarding levels of service on state-controlled assets. 3. Innovate through trials of more efficient and effective high-pressure cleaning equipment for footpath assets. 	Asset Maintenance			•	
36	New	Undertake community consultation on draft concept design detailed within the Greater MB Foreshore Management Plan in relation to South Mission Beach.	Undertake targeted consultation around concepts provided in the Greater Mission Beach Foreshore Management Plan.	Asset Engineering				•
37	New	Provide the Illuminate Cassowary Coast project.	Illuminate Cassowary Coast project delivered in Banyan Park and Innisfail CBD.	Project Delivery		•		
38	New	Facilitate Council's adopted Road Verge Maintenance Policy.	Undertake 12-month review of Council's Road Verge Maintenance Policy informed by Customer Request data.	Asset Maintenance			•	

Sustainable Environments

Sustainability and ecological principles are embraced across the community to protect and enhance our unique biodiversity and natural environment with meaningful mitigation and adaptation to address climate change.

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
39	13.1	Coordinate natural environment and sustainability working groups and committees.	<p>The following groups to meet four times per year and report and/or minutes to Council on outcomes:</p> <ul style="list-style-type: none"> Natural Assets Management Advisory Committee Cassowary Recovery Team Mahogany Glider Recovery Team Climate Resilient Technical Committee Coastal Hazard Adaptation Strategy Technical Working Group Coastal Councils Adaptation Taskforce, Reef Guardian/ Climate/ Sustainability working group 	Natural Environment and Sustainability	•	•	•	•
40	13.3	Advocate for a Wet Tropics Centre of Excellence to be established in the Cassowary Coast region to research and preserve the Wet Tropics World Heritage Area, deemed to be of Outstanding Universal Value.	Investigate previous community advocacy and opportunities. Develop an advocacy piece with relevant lead agency.	Natural Environment and Sustainability		•		
41	13.9	Develop a Hull Heads and Tully Heads Foreshore Management Plan.	Assess and define the key values and constraints of Hull Heads and Tully Heads to inform the development of the Foreshore Management Plan.	Natural Environment and Sustainability				•
42	13.12	Implement Cowley and Kurrimine Beach Foreshore Management Plan.	Develop and implement a program of works based on the Cowley and Kurrimine Beach Foreshore Management Plan recommendations.	Natural Environment and Sustainability		•		
43	New	Establish two Council EV recharging stations at Tully and Innisfail.	Recharging stations established in Council facilities. Fully funded by Reef Guardian Councils.	Natural Environment and Sustainability				•
44	13.16	Facilitate Traditional Owner working on country programs.	Develop two regional Indigenous Protected Area agreements.	Natural Environment and Sustainability			•	
45	13.19	Support young people to establish "Project: clean up our home", a 3-year funded youth initiative to help preserve the natural environment from pollution and trash and protect native species from ingesting plastic or rubbish.	<ol style="list-style-type: none"> "Project: clean up our home" program developed and advertised via Clean Up Australia framework. Maintain Council's partnerships with Parley Australia and Tangaroa Blue Foundation. 	Natural Environment and Sustainability			•	
46	14.2	Manage invasive plants, feral animals and other pests.	Assist with updating local laws to reflect Council's priority biosecurity threats. Promote awareness of and responsibilities for pest species management within local government area. Ensure Council meets legislated biosecurity obligations under the Biosecurity Act 2014.	Natural Environment and Sustainability	•			
47	14.3	Host the Tilapia Tournament; a free fishing event to remove invasive fish species from the Warrina Lakes waterways.	Tilapia Tournament held with strong community participation and engagement.	Community Development & Advocacy		•		

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
48	14.4	Collaborate with the Cassowary Coast Feral Pig Executive Oversight Group to adopt a coordinated approach to feral pig control. This includes seeking industry funding for a locally based Feral Pig Coordinator to implement the National Feral Pig Action Plan 2021-2031.	<ol style="list-style-type: none"> 1. Continue to engage and support the Feral Pig Executive Oversight Group. 2. Implement an ongoing aerial culling program. 3. Pursue additional funding and investment from industry stakeholders and other potential partners. 4. Minutes of the Group meetings provided to and received by Council. 	Natural Environment and Sustainability	•	•	•	•
49	15.6	Identify and implement priority actions in CCRC's Coastal Hazard Adaption Strategy, with supporting communications to keep the community informed about current priorities and progress.	<ol style="list-style-type: none"> 1. Maintain Coastal Hazard Adaptation Strategy Technical Working Group. 2. Undertake nature based solutions demonstration site. 3. Progress Coastal Council Adaption Taskforce action plan 	Natural Environment and Sustainability				•
50	15.7	Develop a Natural Assets Disaster Management and Recovery Plan to support disaster response activities and protect the regions environmental values.	Natural Assets Disaster Management and Recovery Plan developed and endorsed by Council.	Natural Environment and Sustainability	•			
51	15.8	Adopt the Regional Flood Model to manage and raise awareness of risks associated with flooding events and flood resistant development.	Regional Flood Model suite updated following TC Jasper 2023 and NQ February 2025 flooding events and adopted by Council.	Asset Engineering		•		
52	15.9	Manage stormwater infrastructure.	Develop functional models to assess feasibility and develop conceptional designs for flood mitigation measures at Mourilyan Road East Innisfail, Koda / Kwila St Mission Beach, Ettu Bay, Castor Street Mourilyan, Ann St Silkwood and Goondi.	Asset Engineering		•		•
53	15.10	Develop and undertake a stormwater condition inspection program to inform the capital works program and ensure the stormwater network is being well maintained to prevent failure of infrastructure or damage to property.	<ol style="list-style-type: none"> 1. CCTV Stormwater Inspection Program developed and implemented to assess and maintain stormwater infrastructure. 2. Stormwater Capital Works Program prioritised with funding allocated to complete key Master Drainage Projects in Cardwell, East Innisfail, Mission Beaches, Mourilyan, and Silkwood. 	Asset Engineering		•		•
54	15.11	Adopt short-term renewal priority projects of critical stormwater infrastructure	2025/26 Capital Budget reflects master drainage priorities including Brasenose Street culvert upgrade and Seafarer Street drainage widening, Owen Street Innisfail and Murray Street Tully culvert renewal.	Asset Engineering				•
55	New	Develop Regional Coconut Management Plan to reduce safety issues, ongoing maintenance costs and improve threatened ecosystems outcomes.	Develop through consultation the Regional Coconut Management Plan.	Natural Environment and Sustainability				•

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
56	16.3	<p>Develop and implement a Waste and Resource Recovery Strategy aligned with the State Government 2050 waste targets. Our short-term State mandated targets include:</p> <ul style="list-style-type: none"> • Increase the recycling rate to 65% by 2025: This target applies to all waste streams, including municipal solid waste (MSW), construction and demolition (C&D) waste, and commercial and industrial (C&I) waste. • Recycling Target for Household Waste: Achieve a 50% recycling rate for MSW by 2025, increasing to 60% by 2030. • Recycling Target for C&D Waste: Achieve an 80% recycling rate for C&D waste by 2030. • Recycling Target for C&I Waste: Increase recycling rates to 70% for C&I waste by 2030. 	Develop the 2026-2030 Cassowary Coast Waste Management and Resource Recovery Strategy and provide for community consultation.	Waste and Resource Recovery			•	
57	16.7	Explore and implement initiatives to maintain community awareness of the 'Think Yellow' campaign, such as community workshops, recycling audits, and collaborations with local schools, businesses and organisations.	Community engagement activities successfully delivered, with strong participation in workshops and audits, leading to sustained improvements in recycling behaviours.	Waste and Resource Recovery	•	•	•	•
58	16.8	Develop a program to monitor and report on the effectiveness of kerbside recycling services (i.e recycling rates, contamination levels etc)	Program developed with key indicators such as reduced contamination rates, increased recycling volumes, and active partnerships with schools, businesses, and organisations reported to Council each quarter.	Waste and Resource Recovery	•	•	•	•



Thriving Economy

A strong, diverse and progressive economy, with vibrant town centres, thriving tourism destinations and good training and job opportunities for everyone.

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
59	17.4	Develop and roll out promotional campaigns that highlight Cassowary Coast's lifestyle and employment opportunities to attract new residents and workers to the region.	Establish an Investment Website and demonstrate an increase in traffic or social media engagement on at least one campaign annually.	Economic Development		•		•
60	17.6	Launch 'The Place to Invest' investment attraction campaign	Engage with at least 5 new potential investors within the first year.	Economic Development		•	•	•
61	17.7	Facilitate collaboration between local Chambers of Commerce and business networks to set up and deliver the Cassowary Coast Local Business Awards.	Successful delivery of the Local Business Awards. Engage with 50 businesses with regard to participating in the awards program.	Economic Development		•		
62	17.11	Advocate for appropriate skilled regional migration programs that attract and retain skilled and unskilled workers in the region now and into the future.	Regional relocation advocacy item developed and added to Council's Advocacy Plan 2025/26.	Economic Development			•	•
63	18.2	Develop a business plan for Chjowai Parklands South A, B and C.	Chjowai Parkland South Business Plan completed and endorsed by Council.	Project Delivery				•
64	18.3	Develop a business case to activate and optimise the Johnstone River precinct.	Business case developed to activate and optimise the Johnstone River precinct.	Project Delivery				•
65	18.4	Obtain environmental and development approvals for Johnstone River revetment	All relevant approvals identified and obtained in relation to the Johnstone River revetment.	Project Delivery				•
66	18.9	Advocate for local businesses and commercial property owners to revitalise empty shopfronts and enhance facades to foster economic activity and attract visitors.	Shopfront Improvement Program guidelines reviewed, program marketed and funding fully expended.	Economic Development				•
67	18.11	Improve access to parking in Cassowary Coast CBD by providing parking maps and implementing technology to enforce parking restrictions.	Undertake a review of regulated parking in Cardwell and Mission Beach. Parking maps to be adopted by Council.	Regulatory Services			•	
68	18.13	Develop the Northern Gateway to Innisfail CBD.	Detailed design completed and endorsed by Council.	Project Delivery		•		
69	18.16	Complete implementation of the Mission Beach town centre revitalisation project.	Construction activities completed in Mission Beach town centre. Opening event planned and delivered.	Project Delivery		•		
70	19.5	Lead a collaboration with the Girramay people and Cardwell community to seek Federal and State Government funding to progress stage 3 of the Cardwell Tropical Mountain Bike Trails project.	Funding application completed for Cardwell Tropical Mountain Bike Trails project Stage 3.	Economic Development				•
71	19.7	Develop a Caravan Park Strategy to consider future management and operations at all Council caravan parks.	Strategy developed and presented to Council for adoption.	Facilities and Leasing		•		•

Good Governance

A well governed community with accountable and transparent leadership and effective community engagement.

Op's Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
72	20.4	Provide professional development training in governance, decision making and public speaking for all elected members.	Training identified and delivered to elected members.	Governance Risk and Performance		•		•
73	20.7	Coordinate the Rating Advisory Committee (RAC) and present remaining recommendations to Council for consideration. These recommendations relate to General Rates and Special Levies.	Review Rating Advisory Committee Recommendations and model to inform the 2026/27 Budget process.	Finance				•
74	20.8	Work towards achieving key targets in the Financial Sustainability Strategy related to revenue, expenditure, cash flow and asset management.	Success measures as outlined by the key initiatives and targets in the Sustainability Strategy reported on annually.	Finance				•
75	20.9	Develop and publish an annual Forward Procurement Plan to facilitate improved planning, early market engagement and better overall outcomes for Council and the community.	Endorsement and publishing of Council's Forward Procurement Plan.	Procurement	•			
76	20.10	Review procurement processes to improve opportunities for local and First Nations' businesses to win contracts to supply goods and services.	<ol style="list-style-type: none"> Growth in numbers of local and First Nations businesses registered as suppliers. Delivery of 'Meet the contractor night' or 'doing business with Council Session'. Increase in the number of tenders and quotes received from local businesses. 	Procurement			•	
77	20.11	Identify alternative revenue sources to reduce reliance on rates revenue.	Identify increases in other revenue sources and present for Council consideration through the 2026/27 Budget process.	Finance				•
78	21.3	Deliver and continuously seek to improve customer service.	Review of Council's organisation-wide administrative functions, with a focus on enhancing service delivery through a customer-first approach.	Customer Service	•	•	•	•
79	21.4	Develop a Service Level Review Framework, with a prioritised list of service areas to review over the next five years. Publish acceptable service levels and key performance indicators to promote shared understanding and management of expectations.	Service Level Review Framework completed with prioritised services areas identified over the next five years. Acceptable service levels and key performance indicators published.	Governance Risk and Performance	•			•
80	21.8	Implement technology to enable communicating via SMS with residents on important council business e-rates, water leaks, dog registration, change to service.	Suitable technology options and legislative requirements reviewed, with preferred solution implemented.	Corporate and Community Services			•	
81	21.11	Identify and transform inefficient processes, procedures and technology within the organisation which will improve internal and external customer experiences.	Updating of Council's TechnologyOne. Ci platform to CiA platform. To provide anywhere, any device functionality and a future proof community centric portal and self-service options.	Information Communication and Technology		•		•
82	21.12	Research and implement digital information signage in each major township.	Completion of a feasibility study to identify suitable locations and signage specifications to be undertaken and presented to Council.	Economic Development		•		

Ops Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
					Q1	Q2	Q3	Q4
83	22.6	Implement a software solution to coordinate workplace, health and safety management systems and improve operational efficiencies.	1. Implement new WHS functionality in CiA where tests prove functionality meets operational requirements. 2. SharePoint portal is improved to meet WHS operational requirements.	People and Safety		•		•
84	22.8	Conduct employee engagement surveys to inform priority actions and continual improvement of employee engagement and culture.	Employee engagement survey conducted and action plan developed.	People and Safety		•	•	•
85	22.9	Review HR related processes and develop the Human Resource Information System along with other emerging technologies to improve workforce enablement and efficiency.	1. Talent and Succession module is activated and utilised for Achievement & Development Planning and training & development gap analysis 2. Increased utilisation of 'Go 1' platform by team members for training	People and Safety	•	•	•	•
86	22.10	Negotiate and implement the Cassowary Coast Regional Council Certified Agreement providing remuneration and conditions for employment at Council.	Commence discussions for renegotiation of existing agreement no later than three months prior to 30 June 2026.	People and Safety			•	•
87	22.12	Review and redesign Council workspaces, with consideration for flexible workstations and hot desks, to use existing space more effectively to enhance service delivery and employee engagement.	Innisfail Library and Tully Administration Centre designs developed and endorsed by Council for release to tender.	Facilities and Leasing and Project Delivery				•



INFORMING STRATEGIES AND PLANS

There are a number of informing strategies and plans that allow Council to set its priorities within its resourcing capability and deliver short term, medium term and long term community priorities and aspirations.

GOOD GOVERNANCE

- Corporate Plan 2025-2030, incorporating the Operational Plan
- Long-term Financial Forecast
- Strategic Asset Management Plan
- Strategic Workforce Plan
- Advocacy Plan
- Fleet Asset Management Plan
- Customer Service Charter
- ICT Strategy

HEALTHY COMMUNITIES

- Cassowary Coast Art Deco Strategy
- Innovate Reconciliation Action Plan
- Youth Action Plan (in development)
- Disability Access and Inclusion Plan

SUSTAINABLE ENVIRONMENTS

- Cassowary Coast Local Area Biosecurity Plan 2025-2029
- Evolving with our coast: Cassowary Coast
- Coastal Hazard Adaption Strategy
- Greater Mission Beach Area Foreshore
- Management Plan 2015-2035
- Stormwater Asset Management Plan
- Natural Assets Disaster Management and Recovery Plan (in development)
- Sustainability Strategy
- Waste and Resource Recovery Strategy

LIVEABLE PLACES





- Planning Scheme 2015
- Cassowary Coast Local Housing Action Plan 2024-2029
- Buildings Asset Management Plan
- Cassowary Coast Cemeteries Strategy
- Warrina Lakes Strategic Master Plan
- Tully Showgrounds Masterplan
- Tully Entry Experience: Butler Street
- Open Space Strategy: Classification and Service Level Guide
- Recreation and Natural Areas Asset Management Plan
- Unsealed Roads Improvement Plan
- Innisfail Walking Network Plan
- Tully Walking Network Plan
- Transport Asset Management Plan
- Marine Asset Management Plan
- Water Asset Management Plan
- Sewerage Asset Management Plan
- Aerodrome Action Plan

THRIVING ECONOMY

- Economic Development Strategy: Growing Stronger Together 2023-2033
- "Place to Invest" Cassowary Coast Investment Prospectus 2023
- Cassowary Coast Region Tourism Strategy
- Events Strategy 2024-2028
- Visitor Information Services Strategy 2022-2026
- Innisfail CBD Revitalisation Master Plan
- Mission Beach Strategic Master Plan





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