







Cassowary Coast  
REGIONAL COUNCIL

# OPERATIONAL PLAN 2024-2025 QUARTERLY REPORT












Status of Initiative






On track	 This initiative is progressing as scheduled.
Monitor	 This initiative may not progress as scheduled.
Off track	 This initiative is at risk of not being completed.
Achieved	 This initiative is completed and achieved the targeted outcome.




# COMMUNITY *Our People*




Council working in partnership with the community, to enhance and promote pride in and liveability of the region.



	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
				Q1	Q2	Q3	Q4		
1	Facilitate the development of Council's goals and strategies to support the achievement of our vision and mission from 2025-2030.	Development and adoption of the Corporate Plan 2025-2023.	Governance Risk and Performance		.				
2	Facilitate the implementation of Council's internal Communications Strategy to continue to strengthen organisational culture.	Consistent, timely and equitable access of information for all staff including identification and development of internal communication champions.	Community and Engagement	.	.	.			Implementation of the Internal Communications Strategy has commenced: <ul style="list-style-type: none"> <li>Two "Behind the Badge" video series showcasing team roles.</li> <li>Regular internal newsletter in print and email.</li> <li>Updated Team Information Share format, now fully online with a structured agenda featuring directorate updates and guest speakers.</li> </ul>
3	Facilitate continued stakeholder engagement during Mission Beach CBD Revitalisation Project.	"Shop Mission Beach" program implemented to facilitate business continuity through the construction period and minimise adverse impact on trading and community and visitor experience.	Community and Engagement	.	.	.			The Shop Mission Beach initiative is launched with strong media coverage, including Channel 7 news, a radio campaign, website, and social media. Council and Contractor (RMS) provide regular updates and engagement with the community via the Communication & Engagement Plan on the YourSay page.
4	Facilitate improved planning and early market engagement that leads to improved value for money outcomes and an informed supplier base.	Develop and publish an annual Forward Procurement Plan.	Procurement	.					The Forward Procurement Plan has been published and is in use. The plan will undergo frequent reviews and updates.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
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5	Facilitate an increase in the capability of our suppliers to submit quality tenders and increase their opportunity to win work at Cassowary Coast Regional Council and in other regions.	Deliver 'Doing Business with Council' sessions.	Procurement		.				4x Doing Business with Council sessions have been delivered across the region in July and August 2024.  Online sessions will be held in Q3 and Q4.
6	Provide a Customer Service Charter to ensure Council is delivering on our commitment to deliver great service and value to our customers.	Develop, implement, and report on Key Performance Indicators (KPI) that measure organisation-wide adherence to Customer Service Charter Commitments.	Customer Service	.	.	.			Customer Service providing ongoing systems training to teams in relation to the Customer Request processes in accordance with Customer Service Framework (Charter).  Customer Requests increased by 61%.Q1 2024/25: 3,081 compared with Q1 2023/24: 1,911
7	Facilitate a review of maintenance programs for Council's top 5 public interest asset classes (Unsealed Road, Precincts, Boat Ramps, Parks, Drainage)	Programs developed, implemented, and made publicly available.	Infrastructure Services			.			
8	Facilitate the review of Council's Levels of Service to ensure they are sustainable, have identified key performance indicators, align with community expectations and Council's ability to finance.	Council's Service levels are made publicly available following review.	Governance Risk and Performance				.		
9	Provide planning to allow Council to respond to unexpected events and situations and ensure continuity of delivery of Council operations.	Business Continuity Plans reviewed for all divisions and presented to Council for consideration.	Governance Risk and Performance			.			

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
				Q1	Q2	Q3	Q4		
10	Provide relevant documents and procedures to respond to emergency situations that may arise within the Cassowary Coast region.	Review and adoption of Council's Emergency Operational Hub (EOH) Standard Operating Procedure and Council's Emergency Response Procedures (ERP).	Executive Leadership Team			.			
11	Facilitate monthly meetings with multi-agency attendance providing a forum for information sharing, networking and addressing priority issues such as housing, youth and domestic violence.	Facilitate monthly meetings of the Cassowary Coast Community Sector Network Alliance.	Community Services	.	.	.	.		Community Sector Alliance meetings have been held.  Qld Government Domestic Family Violence Prevention Council Briefing for Councillors and Team Members with Co-Chairs to develop community and council response.
12	Regulate compliance with legislation and local laws to promote a safe and healthy community and environment.	Conduct a pro-active inspection program and respond to customer requests efficiently to gain long term outcomes.	Regulatory Services	.	.	.	.		Inspection regime is tracking well
13	Provide support for a range of community members and local community organisations that endeavour to make positive change and contribute to a vibrant community.	Deliver Council's Community Grants and Support Program by dispersing 100% of program funding for endorsed and supported projects and initiatives.	Community Services	.	.	.	.		Round 1 Community Grants Program delivered with \$32,702.60 funding awarded to 12 community organisations.
14	Facilitate the growth of volunteer capacity and capability within the Cassowary Coast.	Celebrate volunteerism during 2025 through Volunteer Week.  Deliver governance and grant writing workshops for community/volunteer-led organisations.	Community Services			.	.		Support provided to applicants for the Community Grants Round 1 including direct engagement with applicants in accordance with revised program guidelines to support eligibility assessment.




	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
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15	Deliver on the priorities identified in the Cassowary Coast 2024 Markyt Community Scorecard to improve availability, accessibility, quality, and accountability of services.	Council adopts and delivers implementation plan with ongoing reporting to community through Council's Governance, Performance and Advocacy Framework.	Community and Engagement		.	.	.		Outcomes incorporated into 5 year corporate plan and provided to community as part of the communications and engagement of the draft corporate plan – Q2
16	Facilitate respectful sharing of culture, resources, information and planning to continue bridging the gap between Australia's First Peoples and all Australians.	Implement the Cassowary Coast Regional Council Reconciliation Action Plan (Innovate RAP).  Establish a First Nations Advisory Committee to Council.	Community Services	.		.			Monthly meetings of CCRC Reconciliation Action Plan Committee with implementation of Innovate RAP.  First Nations Artwork commissioned and licensing agreements underway; strong participation by Council team members in NAIDOC celebrations.  First Nations Advisory Committee endorsed at July 2024 Local Government Meeting and expressions of interest called for.
17	Facilitate implementation of Councils Events Strategy 2024-2028 to continue building the Cassowary Coast as an events region to attract and enhance events.	Events "one-stop" webpage designed and delivered on Council's web site.  Streamline Council's processes and procedures (red tape reduction).  Develop and implement an Event Performance Measurement Framework.	Tourism and Events Development	.	.	.	.		Events Strategy action items progressed: <ul style="list-style-type: none"> <li>• CCRC Events webpage (#1)</li> <li>• CCT Events Calendar (#2)</li> <li>• Events Management Unit meetings (#4)</li> <li>• Further actions in motion include actions: 4,6,8,10,11,15,17,19.</li> </ul>

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18	Facilitate, develop, and support initiatives to grow our region's museums and cultural programs.	<p>Participate in regional Historical Societies quarterly meetings and provide support for collaborative measures.</p> <p>Develop a Memorandum of Understanding between Council and the Cardwell Historic Society for the operation of the Cardwell Heritage Precinct.</p>	Libraries and Museum Services	.	.	.	.		<p>Tully Oral History project committee monthly meeting attendance which includes ongoing discussions regarding inclusion of materials into CCRC Heritage Collections.</p> <p>Historical Society quarterly meeting attendance by Council.</p> <p>Preliminary discussions between Council and Cardwell Historical Society have commenced for Cardwell.</p> <p>Heritage Precinct to direct ongoing operations and progressing of Memorandum of Understanding.</p>
19	Facilitate the delivery of the Regional Arts and Development Program (RADF).	100% of RADF funding dispersed for recommended projects and reported to community through Annual Report and "good news" stories.	Community Services	.	.	.	.		<p>2024-2026 RADF Guidelines adopted at the August 2024 Local Government Meeting.</p> <p>RADF Round 1 opened in August 2024.</p>
20	Provide programs and spaces that support the community's access to learning opportunities for all ages.	<p>Support and deliver programs through Cassowary Coast Libraries including First Five Forever.</p> <p>Report on participation and feedback on the programs.</p>	Libraries and Museum Services	.	.	.	.		<p>Programs delivered including:</p> <ul style="list-style-type: none"> <li>• First Five Forever</li> <li>• School Holiday event sessions</li> <li>• Digital Literacy Technology support and workshops</li> <li>• Adult Literacy book clubs</li> <li>• Youth engagement - School holiday activities, Junior STEAMers after school and Under 8s Day (outreach).</li> <li>• Adult engagement includes - Conversation Café, Craft n Laugh, Volunteer inclusion</li> <li>• Community engagement, NAIDOC events and Citizenship Ceremony attendance.</li> </ul>





	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
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21	Partner with Vocational Partnerships Group (VPG) to deliver the Regional University Study Hub (RUSH) at the Innisfail Library building to support students in the region to access higher education and training.	RUSH is established through the implementation of the Facility Use Agreement between Council and VPG.  VPG will ensure that the facility is adequately staffed by persons with the necessary qualifications and certifications to properly operate the RUSH.	Community Services	.	.	.	.		Collaboration with the Vocational Partnership Group (VPG) to establish the Cassowary Coast University Centre commence. This includes monthly meetings between Council and VPG, with library teams and VPG sharing referrals, information, and cross-promotion as part of the CCUC opening.
22	Facilitate, develop, and implement youth priorities through the CCRC Youth Advisory Committee (YAC) which provides a platform for young people to communicate with Council on current and emergent themes impacting youth in the region.	Recruit casual vacancies on YAC.  YAC Action Plan developed and implemented through meaningful and collaborative youth participation and engagement.	Community Services	.	.	.	.		An expression of interest for Youth Advisory Committee (YAC) members has been completed, bringing the total to 14 young people. The Youth Survey is currently being developed and will be presented at the October YAC meeting to progress the Youth Action Plan.

# ECONOMY *Our Future*

A strong diverse economy which provides opportunities for business and investment with an integrated approach to long-term planning which the region's assets meet community needs.






	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
				Q1	Q2	Q3	Q4		
23	Facilitate Cassowary Coast destination marketing and representation in partnership with Cassowary Coast Tourism (CCT) through Service Level Agreement.	Fund CCT to effectively provide Regional Events Calendar, destination marketing, promotion, and Visitor Information Centre (VIC) operations.  Provision of Annual Financial and Performance Reporting, including Audited Financial Reports.	Tourism and Events Development	.	.	.	.		Cassowary Coast Tourism actively working to conditions of the Service Agreement: Events Calendar and Visitor Information Centre's are active.  Activity and reporting is reviewed quarterly: Councillor Workshop held 11 Jul 2024.
24	Partner with the Queensland Small Business Commissioners Office to maintain Council's Small Business Friendly Charter Commitments.	Maintain Council's Small Business Friendly Council Charter commitments and receive annual endorsement from the Queensland Small Business Commissioners Office.	Economic Development			.			Small Business Friendly Charter Initiatives have been implemented in first quarter include:  Renew Cassowary Coast Program  Business Building Capability Events across region in partnership with chambers. 6 Month Calendar with 9 events in region.
25	Partner with Industry to promote a shared set of values that allows the business community and Council to work together to effectively achieve a common purpose.	Economic Development Advisory Committee Meetings are held quarterly with engagement from parties outlined in the Terms of Reference.	Economic Development	.	.	.	.		Economic Development Advisory Committee quarterly meeting held in August 2024.  The Terms of Reference taken to Council for review and have now endorsed the new Economic Leadership Committee which is currently out for Expression of Interest closing 31 October 2024.






	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
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26	Partner with Education Queensland (EQ) to identify, understand demand and promote shared facilities for community.	Complete a demand analysis for facilities including Education Queensland facilities and prioritise for negotiated use.	Property and Leasing				•	●	An audit has commenced on schools' use of community land and the community's use of school facilities
27	Provide sustainable management of financial resources through establishing a framework under which sound and sustainable financial decisions can be made and clear actions are detailed for financial sustainability to be managed.	Develop a Financial Sustainability strategy for Council which considers revenue, expenditure, cash flow and asset management to drive development of a Sustainability Framework.	Finance			•		●	
28	Partner with local businesses to establish Register of Prequalified Supplier arrangements to decrease operational administration for Council and suppliers engaging with Council and increase value for money outcomes.	Establish two Register of Prequalified Supplier (ROPS) arrangements for Plant and Truck Hire and Trades and Services.	Procurement	•				●	Both arrangements will be established by the end of Q2. Plant and Truck Hire October 2024. Trades and Services November 2024.
29	Facilitate the progression of the Cardwell Tropical Mountain Bike Trails Project Stage 3 - Pre-Construction and Work Packages (Financial Investment Decision).	Seek funding for Stage 3 from the Federal Government's Regional Precincts and Partnerships Program – Stream One.	Tourism and Events Development			•		●	Work commenced on the application referencing the Stage 2 Business Case and engaging stakeholders. Additionally contributing to Stage 3 is the QLD Government funded program for a Girramay/Girringun Business Plan and some early stage planning, this is in progress with stakeholders.







	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
				Q1	Q2	Q3	Q4		
30	Partner to deliver the Growing Stronger Together 2033 - Economic Development Strategy.	Implement, monitor, and review the Economic Development Strategies Action Plan and undertake the 13 immediate actions, and commence work on the 39 short term actions.	Economic Development	.	.	.	.		A new YourSay page established to ensure that each action item in the Economic Development Strategies Phase is available to the public and the progress of these actions are regularly updated.  10 actions are completed with 3 in progress.
31	Partner in a targeted engagement campaign to attract investment that aligns with the Economic Development Guiding Principles.	Launch Councils 'The Place to Invest' - Investment Attraction Campaign.	Economic Development		.	.			Planning is underway to deliver an engagement campaign that aligns with key focus areas. Currently consulting with Communities team to identify the needs related to residential investment.
32	Advocate for the future development of the Port of Mourilyan to deliver significant benefits for community and economic development purposes.	Seek the declaration of the Port of Mourilyan Priority Development Area through Planning and associated partnership discussions.	Economic Development	.		.			Initial discussions have taken place with all relevant parties and advocacy efforts have been made to the Economic Development Queensland regarding the importance of the Port of Mourilyan. The phase is to conduct the Priority Development Area Assessment. Council has applied for external funding and items will be presented at budget review 1 to advance the project.
33	Fund the consolidation of Council's Executive Reporting System (ERP) into one system, enabling efficiencies, and improved community interaction.	Upgrade Technology1 Ci Core suite to CiA including the upgrade of Councils customer relationship management system.	Information Communication and Technology		.		.		

# INFRASTRUCTURE *Our Built Environment*

Regional infrastructure that delivers levels of service supported by the community and is financially sustainable.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
34	Provide accessibility and serviceability of the Cassowary Coast region through the sustainable provision and effective management of unsealed road network.	Deliver the Long Term (by June 2025) initiatives from Councils adopted unsealed roads improvement plan.	Asset Maintenance	.	.	.	.		Commenced delivery of unsealed road improvement plan.
35	Provide Disaster Recovery Funding Arrangements (DRFA) response to TC Jasper and associated flooding event.	Approval and contract award for DRFA CAT B works associated with the event.	Project Delivery		.				Main packages approved by Disaster Recovery Funding Arrangements and awarded to contractors.
36	Facilitate the safe, effective, and efficient movement of people and goods throughout the Cassowary Coast region through the review and update of Council's Transport Asset Management Plan.	Council consideration of the 2025 Transport Asset Management Plan.	Asset Engineering			.			Transport Revaluation queries being finalised to undertake services engaged regarding Road Asset Capital Program.
37	Partner with Far North Queensland Regional Organisation of Councils (FNQROC) to provide a whole-of-life-cycle cost analysis to compare investment options over the analysis period to identify minimum total life-cycle costings for Council's sealed road network.	FNQROC road reseal contract updated to reflect seal designs providing minimum total life-cycle costings.	Asset Engineering				.		To be queried at upcoming FNQROC Technical Committee meeting in late November. Requires FNQROC technical input.
38	Provide the Mission Beach CBD Revitalisation project to create a vibrant town center, breathing life back into Mission Beach for the enjoyment of our community and visitors.	Practical Completion of site works for the Mission Beach CBD Revitalisation Project.	Project Delivery				.		On track for completion of works in Village Green during 2024/25.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
39	Facilitate the application of equitable and reasonable principles when assessing the warrants and cost apportionment for upgrading unsealed roads to sealed road status.	Adoption of the 'Prioritisation of unsealed roads upgrade' policy and procedure.	Asset Engineering	.					Prioritisation of Unsealed Roads Upgrade policy adopted. Council priorities developed. Consultation with Councillors underway in preparation for workshop and Council Meeting in November 2024.
40	Fund initiatives to reduce non-revenue water across Cassowary Coast Water Schemes through best practice asset management.	Delivery of over 6,000 meters of water main renewals.	Water & Wastewater				.		~90% complete with 5,400m of water main renewals delivered to date, on track for completion Q4.
41	Fund the development of 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 Regional Water Security Strategy and Levels of Service adopted by Council.	Water & Wastewater				.		Urban Water Security Assessments completed and accepted by Council at Local Government Meeting in September 2024.  Draft scope being prepared for issue to market in Q2 for strategy development works pending funding.
42	Provide more accessible and accurate water metering across the Cassowary Coast whilst reducing non-revenue water and quantifying actual water demand.	Delivery of smart water meter program to include 1200 properties in Innisfail and 385 properties in Tully.	Water & Wastewater				.		Innisfail ~20% complete with 220 meters installed.  Contract for Tully has been awarded.
43	Facilitate the development of a Verge Maintenance Policy to clearly define Council's obligations and residents' responsibilities in developing and maintaining road verges across the region.	Policy developed, community engagement undertaken and adopted by Council. Changes to practices communicated to community and in effect.	Asset Maintenance			.			

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
44	Fund and implement a stormwater condition inspection program to ensure Council is properly maintaining its stormwater network to prevent failure of infrastructure or damage to property.	Develop and undertake prioritised stormwater condition inspection program to inform capital works program.	Asset Engineering			.			Works for Queensland funding for 2024/25 approved. Request for quote to be released late October 2024.
45	Advocate conversion of existing reserve land to freehold land as part of Councils divestment strategy as trustees of State land.	Identify opportunities in consultation with relevant Queensland Government Departments to convert reserve land to feasible freehold land.	Facilities and Leasing				.		Met with Department of Resources to understand process and costs/risks to convert reserve land to freehold and change purpose of reserve under the <i>Land Act 1994</i> .
46	Provide initiatives that transform Innisfail's Central Business District (CBD) into a vibrant and welcoming city loved by locals and adored by visitors. Whilst fostering a sense of community pride, ownership, and connection with the town's rich cultural heritage while fostering economic growth.	Completion of detailed design for Priority projects from the Innisfail CBD Masterplan. 1. City Gateways; and 2. Fitzgerald Esplanade.	Project Delivery			.	.		
47	Provide renewal of critical stormwater infrastructure as informed by the prioritization identified in Councils Stormwater Asset Management Plan.	Practical completion of the Callender Park (North Innisfail drainage catchment) stormwater renewal works.	Project Delivery		.				
48	Facilitate the review and update of CCRC Regional Flood Model to enable informed decisions to manage the risks associated with future flooding events and flood resistant development.	Updated Regional Flood Model adopted which has been informed by current hydrological and hydraulic methodologies.	Asset Engineering				.		Request for quote to be released late November 2024.
49	Facilitate the management of risks effectively through ongoing enhancements to Council's Enterprise Risk Management Systems.	Review of Risk Registers including assessment, treatment, and mitigation.	Governance Risk & Performance	.	.	.	.		Monthly Enterprise Risk Management Committee meetings continuing which include review of strategic and operation risk registers.






# REGION *Our Natural Environment*

An environmentally balanced and aware community, that preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future goals.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
50	Provide effective and environmentally responsible services to ensure sustainable waste management practices in the community.	Implementation of new Cassowary Coast Kerbside Collection Contract.	Waste & Resource Recovery	.				✓	Cassowary Coast Kerbside Collection contract has been implemented.
51	Provide responsible use of existing Waste Transfer Stations and Landfill facilities across the Cassowary Coast region.	Commence closure of at capacity Tully Open Landfill Facility.	Waste & Resource Recovery		.			●	Tully Open Landfill Facility on target for closure in late December 2024. Hook Truck Bins being sourced to enable closure.
52	Partner with small and medium businesses to transition to a circular economy model.	Implement a small and medium enterprise initiative that enables these enterprises to understand, transition and interact in a circular economy.	Economic Development				.	●	
53	Provide greater opportunities to enable Cassowary Coast residents to participate in resource recovery.	Implement Kerbside collection of co-mingle recycling. Implement the 'Think Yellow' education campaign.	Waste & Resource Recovery			.	.	●	On Target for transition end March 2025. Revised Cairns Regional Council Materials Recycling Facility (MRF) Memorandum of Understanding (MOU) currently being reviewed. Service provider ready for end March 2025 commencement.





	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
54	Provide a safe, fit for purpose and cost-effective network of Waste Transfer Stations across the Cassowary Coast.	Complete a review of the Cassowary Coast transfer station network with recommendations for Council consideration.	Waste & Resource Recovery				•	●	Internal metrics have been reviewed. Community consultation via Your Say survey planned for Q2.
55	Facilitate the Strategic Framework for Waste & Resource Recovery throughout the Cassowary Coast.	Development of the 4-year Waste & Resource Recovery Strategy 2025-2030 including community consultation.	Commercial Services				•	●	Kerbside, Waste Transfer Stations (WTS) and Landfill pre-requisite consultation and works underway.
56	Provide Council wide energy efficiency practices and culture change to reduce Council's costs and greenhouse gas emissions.	Application for grant funding that supports the initiative including replacement and renewal strategies for equipment and assets to reflect a positive energy and greenhouse reduction culture.	Facilities and Leasing				•	●	Grant application made. Notification of outcome not yet received. Delivery will be dependent on grant outcome and notification timeframe.
57	Facilitate the development of Cassowary Coast Climate policy to support action to mitigate and adapt to the impacts of climate change.	Policy developed following community consultation and presented to Council for consideration.	Natural Environment and Sustainability				•	●	Internal consultation, Greenhouse Gas footprint and abatement plan completed. Cassowary Coast Climate policy is being developed and Councillor consultation will be completed prior to external engagement.
58	Facilitate the review of Councils community gardens and sustainability policies to enable active participation in environmental sustainability and education.	Policies considered as part of broader strategy framework and reviewed with community consultation for Council consideration.	Natural Environment and Sustainability			•		●	Review of policy documents in progress to be presented at Councillor Information Session early 2025.






	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
59	Facilitate the development of the Natural Environment and Sustainability Strategy framework.	Framework developed, key stakeholder feedback sought and incorporated prior to framework being considered by Council.	Natural Environment and Sustainability				•	●	Councillor Information Session complete. Community consultation progressing. Council adoption planned for Local Government Meeting November 2024.
60	Provide coastal monitoring short term actions utilising a citizen science approach as detailed in Councils Coastal Hazard Adaptation Strategy.	Deliver and promote a coastsnap program for the region to improve coastal monitoring across 12 sites (over two years).	Natural Environment and Sustainability		•	•	•	●	Awaiting appointment of Coastal Councils Adaption Taskforce officer to progress project.
61	Partner to deliver regional carbon and environmental offset opportunities for the Cassowary Coast.	Offset opportunities identified and developed for Council consideration of funding or implementing.	Natural Environment and Sustainability		•			●	Identified two sites in the north of region for establishing environmental offsets. Councillor Information Session proposed for November 2024.
62	Facilitate a review of the Cassowary Coast Local Area Biosecurity Plan 2025-2029 in conjunction with the Natural Assets Advisory Committee.	Plan developed (including surveillance plan), community consultation undertaken, council adoption and implemented.	Natural Environment and Sustainability		•			●	Councillor Information Session complete and draft plan out to community consultation in November 2024.
63	Facilitate a review of key responsibilities, lead agencies and identify and map biosecurity risk areas to support disaster response activities and protect the regions environmental values.	Provide a suit of documents and standard operating procedures as part of the Natural Assets Disaster Management and Recovery Plan for consideration by Council.	Natural Environment and Sustainability			•		●	Funding received and initial meeting held with Terrain NRM and Far North Queensland Regional Organisation of Councils (FNQROC) about project scope and timings for completion.

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64	Facilitate implementation of an effective feral pig control program in response to the significant threat that feral pig populations impose on the environmental, agricultural, cultural, and social assets of our region.	Seek industry contribution for a coordinated approach to feral pig control through the Cassowary Coast Feral Pig Executive Oversight Group.	Natural Environment and Sustainability		.				Feral Pig Coord appointed. Executive committee held. Range of actions being progressed. Councillor Information Session planned for Nov 2024.
65	Facilitate a review of initiatives that Council is delivering to address key threats to the Great Barrier Reef as identified by the Great Barrier Reef Marine Park Authority.	Review of Councils Reef Guardian Action Plan completed for consideration by Council.	Natural Environment and Sustainability		.				Review of Reef Guardian Action Plan being undertaken at present.
66	Partner to implement actions highlighted in Councils Cassowary Conservation policy.	Develop living with threatened species guidelines, peer reviewed and brief provided to applicable internal and external stakeholders.	Natural Environment and Sustainability			.			Initial discussions held. Funding options to be investigated.
67	Facilitate the development of a Mahogany Glider Conservation policy.	Development of policy and action plan for consideration by Council.	Natural Environment and Sustainability			.			Councillor Information Sessions complete. Community consultation to progress. Council adoption planned for Local Government Meeting in November 2024.
68	Facilitate the review and renewal of Council's Natural Environment and Sustainability community communication tools.	All environmental education communication tools and materials identified, reviewed, and updated (including web content).	Natural Environment and Sustainability				.		Range of environment education materials located in all council buildings. Developing website at present. Provision of community marine debris clean up kits in place.

# ORGANISATION *Our Leadership and Our Team*

A safe, healthy, engaging and inclusive work environment where people are productive, multi-skilled, contribute to continuous improvement and, are provided with opportunities to achieve and develop and are recognised for their contribution.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
69	Provide a set of shared values and initiatives that maximise employee engagement and community interaction.	Facilitate embedding of refreshed values and behaviors with community, Council, and employees. Facilitate pulse surveys to gauge effectiveness of actions to address priority items from employee engagement survey.	People and Safety	.	.	.	.		Focus groups and workshops are currently underway to engage with Councillors, Executive Leadership Team and employees generating a refresh of values and associated behaviours.
70	Provide the right people, with the right skills, at the right time, in the right roles and locations to effectively deliver excellent customer service to our community, and achieve our corporate objectives.	Adopt Councils Workforce Plan 2025-30 and implement strategies and tactics as detailed in the plan.	People and Safety	.	.	.	.		Draft workforce plan has been workshopped with Councillors. Plan is currently being finalised for alignment with Draft Corporate Plan.
71	Provide succession planning process for critical roles, facilitating knowledge capture and identification and preparation of suitable candidates to develop into roles, ensuring business continuity.	Completion of succession plans and progress with the development of identified employees.	People and Safety	.		.			New documentation created and meetings to be scheduled prior to February 2025 Achievement and Development Plan's to develop succession plans for identified critical roles.
72	Fund the development and provide support for highly capable leaders across Councils operations.	Deliver emerging & first-time leader training including continued professional development plans for leaders across the organisation.	People and Safety	.	.	.	.		Leadership Program (LEAD) launched 1 October 2024 with the first workshops delivered 16 & 17 October 2024.

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73	Provide the Internal Audit function including the annual review of the Internal Audit Plan by the Audit Committee.	Presentation of Quarterly Reports to Audit Committee and associated reporting to Council.	Governance, Risk & Performance	.	.	.	.		Internal audits progressing and reporting provided to quarterly Audit Committee meetings.
74	Establish a Procurement Review Board to deliver increased value for money outcomes through improved planning and oversight, review and monitoring and transparent decision making.	Hold monthly standing meetings to review procurement plans and evaluation recommendations on all large size contracts (>\$200,000) to ensure good governance and compliance with procurement policy whilst supporting local business and value for money outcomes for Council.	Procurement	.	.	.	.		PRB established, Monthly meetings to continue to be held.
75	Facilitate continual improvement to Work Health and Safety consistent with the national OHS audit tool.	Conduct a minimum of two internal audits to validate achievement of min 70% threshold for compliance with national OHS audit tool.	People and Safety		.		.		Rectification Action Plan in place and 21 items completed, 5 currently actively being actioned.
76	Facilitate planning for a medium-term workplace accommodation strategy to ensure that office space meets flexible working practices and service delivery needs.	Medium term focus to improve access and inclusion and align with agreed principles at the Tully Civic Centre.  Staging plan and designs developed and presented to Council for endorsement and funding opportunities.	Facilities Operations		.		.		Minor workplace accommodation improvements achieved. Planning continuing.  Awaiting outcome of grant application to progress Tully Civic Centre.
77	Facilitate a strategy for Council owned housing properties considering the housing demand to meet Council's needs.	Review current Council owned housing asset base as to suitability for key employees.  Identify opportunities and cost benefits of retention and or disposal of Council owned housing properties.	Facilities and Leasing			.	.		Met with Department of Housing to explain divestment approach to community and social housing.  Background research into accommodation policies of other Councils.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
78	Provide Grow Our Own Program creating opportunities for local people, existing workers, and new entrants to the workforce to train and develop to take on rewarding roles, ensuring that CCRC sustains a workforce for the future capable of providing continuity in critical service delivery.	<p>Sustain at least 18 apprenticeship/ traineeship roles subject to government funding.</p> <p>Maintain program supporting graduate roles in planning, finance, and engineering departments.</p>	People and Safety	.	.	.	.	●	<p>Apprentice and traineeship roles for 2025 are currently being advertised.</p> <p>Cadetships applications are being shortlisted for commencement in 2025</p>



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