



Cassowary Coast
REGIONAL COUNCIL

OPERATIONAL PLAN

2025-2026

QUARTERLY REPORT



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CEO Highlights

The quarterly review of the Operational Plan showcases Council's ongoing commitment to community engagement, cultural celebration, environmental sustainability, and workforce development through a range of impactful initiatives and collaborations. Some highlights include:-

Healthy Communities

- **Improvements to delivery of primary health services in Mission Beach and Cardwell:** A report was presented to Council's December 2025 meeting highlighting that Mission Medical reopened in November 2024 as the first Thin Markets clinic in Australia, restoring reliable care for Mission Beach after the 2021 closure left residents without a local GP. Cardwell Medical Practice similarly achieved long-term stability on 1 July 2025 through its transition from interim Townsville HHS management to a privately operated model with consistent GP coverage.
- **Youth Action Plan:** Council's Youth Action Plan was endorsed by Council at the December 2025 meeting and demonstrates Council's commitment to valuing and incorporating the unique perspectives of young people across the region, shaping a future that reflects their needs and aspirations.
- **Cassowary Coast University Centre (CCUC):** The CCUC Service Highlights Report (May–October 2025) details the significant achievements of the CCUC during its first full year of operation and demonstrates the strong return on investment generated through the leadership of Council. The report confirms that CCUC is successfully delivering on the region's longstanding need for accessible tertiary education, with measurable benefits across student participation, community engagement, and workforce development.
- **Cassowary Coast Regional Council Advocacy Plan:** Plan adopted 30 October 2025 which ensures Council's commitment to enhancing the quality of life for our communities, supporting sustainable economic growth, and protecting our unique natural environment.

Sustainable Environments

- **Feral Pig Aerial Culling Program:** Program completed November 2025 with involvement from a range of industry, government and stakeholders resulting in 168 feral pigs culled.

Thriving Economy

- **Northern Gateway to Innisfail CBD:** Detailed design completed and further public consultation programmed.
- **Mission Beach Town Centre Revitalisation Project:** Practical completion reached in December 2025. Community Christmas Party event held. Main opening event being planned for February.
- **Cardwell Tropical Mountain Bike Trails Project Stage 3:** Funding application submitted.

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

Council's 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 Corporate Plan 2025-2030:

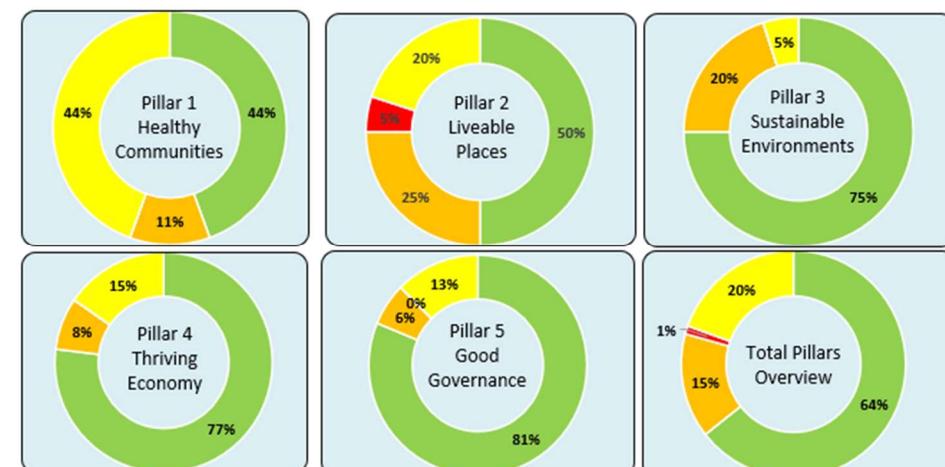
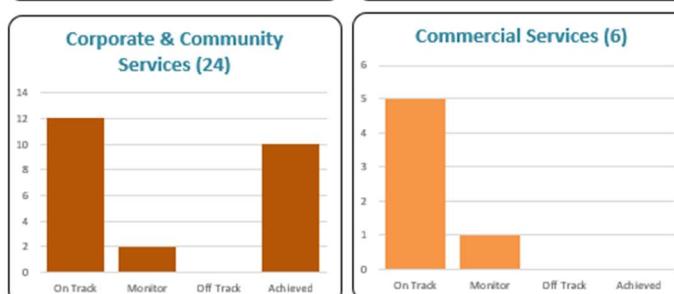
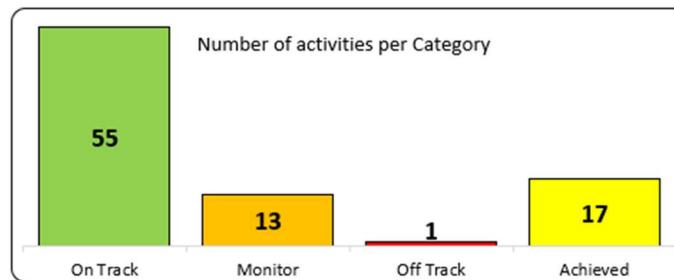
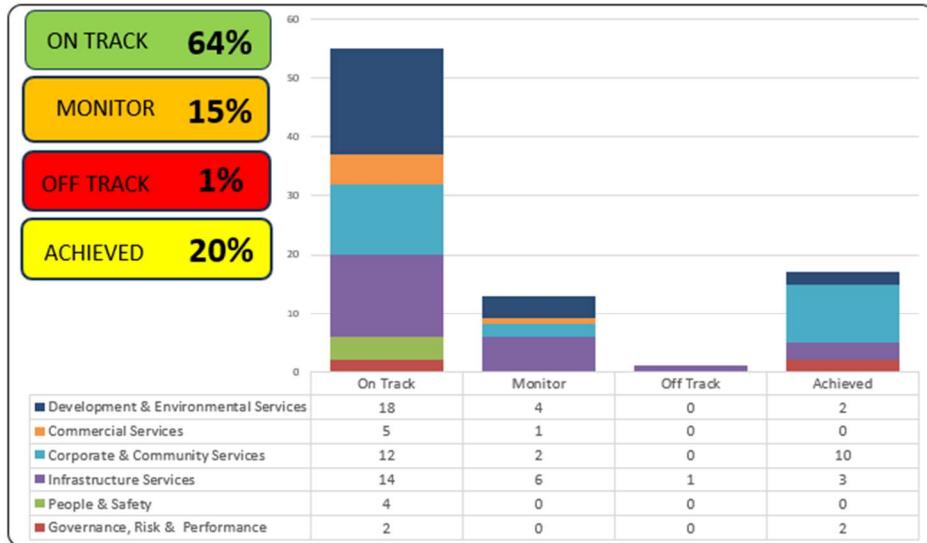
- *Healthy communities*
- *Liveable places*
- *Sustainable environments*
- *Thriving economy*
- *Good governance*

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.

Operational Plan Dashboard

2025/26 Quarterly Review (Q2)



Healthy Communities

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

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					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.	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	•		•	•	●	1. QPS terms agreed; formal agreement being drafted. 2. Land identified – Councillor workshop completed and options provided to Open Hearts (Tully Support Centre). 3. Council's commitment in partnering with QPS to provide new safety intelligence technology completed.
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		•			●	The Community Safety Champions program is led by QPS and will expand in early 2026 to include existing Neighbourhood Watch members. QPS is working with Council to support the program's rollout across the Cassowary Coast region in Q3.
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		•			✓	Council received a report at the Dec 2025 LGM.
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			•			

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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	•				✓	The first meeting has been held, with meetings in 2026 scheduled for the committee to forward plan.
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	•			•	●	NAIDOC Week celebrations were supported by Council, with staff participating in the Innisfail street march.
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	•				✓	The RADF Guidelines were reviewed and still present the best local program outcomes. The first round was presented to Council in October. RADF guidelines were endorsed for two years in 2025.
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	•	•	•	•	✓	The Youth Sports Bursary Awards have been completed. The Tilapia Tournament was held from 2–4 October. The Seniors Expo was held in September. Council to support Sport4All program in early 2026 through YAC activities.
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		•			✓	The Youth Action Plan was endorsed by Council at the Dec 2025 LGM.
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		•			✓	The Vocational Partnerships Group bi-annual report for the period of May – October 2025 presented and received by Council at the Dec 2025 LGM.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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	•				✓	The first round of community grants – Community Projects and Initiatives and Infrastructure was presented to Council at the Sep 2025 LGM.
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	•		•		●	Due to a shortage of local suppliers, these workshops have been pushed back to 2026, during which two sessions will be delivered. Waiting on quote from contractor with availability to deliver Q3/4.
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		•			✓	Amendment Local Law No 2 (Animal Management) 2022 and Amendment Subordinate Local Law No 2 (Animal Management) 2022 has been adopted by Council at the Dec LGM. Desexing program will commence in 2026.
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 livability.

OPS Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					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				•		Council adopted the report at the Dec 2025 LGM to amend the CCRC Planning Scheme. RFQ to go out in January.
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 and Planning			•			
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		•			✓	Advocacy Plan adopted 30 October 2025.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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				•	●	Design review underway. Direct consultation with Bowen St property owners on 1 September 2025. Key themes for upgrade identified as <ul style="list-style-type: none"> • Surface Condition • Truck parking between St Albans and Liverpool Streets • Number of trucks using urban street • Ponding water is taking longer to dissipate • Pedestrian Safety • General Appearance • Intersection Safety
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		•			●	The Preferred Supplier Arrangements for grading tasks have been out for tender and subsequently evaluated. A recommendation to adopt several provider's will be presented to Council at the January LGM for adoption. The roadside slashing RFQ closes on January 9, after which bids will be evaluated for suitability.
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		•			●	Design is complete for the priority options. Construction engagement is proposed through a Preferred Supplier Arrangement. QRA approved funding deadline extended to June 2027.
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		•			✓	Endorsed by Council 24 July 2025.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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				•		Civil detailed design has been completed. Preliminary power and lighting designs have been submitted to Ergon for review. Amendments to the detailed design may be required pending Ergon's feedback.
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			•	✓		Port Hinchinbrook has been declared a Provisional Priority Development Area by the Queensland Government which includes reinstating all-tide access.
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		•		✓		The boat ramp pressure cleaning maintenance program is published on the new look Council webpage.
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	•			●		Workshops have been conducted with Councillors and Executive Staff. A draft report has been reviewed and preliminary costings are underway. Expected to be completed by March 2026.
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			•			The majority of water main renewal projects have been awarded with some additional projects to be awarded in January 2026.
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				•		Preliminary discussions have been undertaken internally to determine the process to ensure feedback from the community is optimised.

OPS Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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			•			<p>Levels of service have been reviewed, with a Councillor workshop presentation in development for Q3.</p> <p>Business case for cleaning equipment under review.</p>
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		•			●	<p>Consultation with the original Reference Group members occurred on 17 Sep 2025.</p> <p>Tender closed and scope further workshopped with Council in late 2025.</p> <p>Expect to proceed to implementation following Council and procurement approvals.</p>
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			•			<p>Limited suitable customer request data available. Determining other measurable metrics. Council workshop Feb 2026.</p>

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				Status	Comments
					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	•	•	•	•	●	<p>Meetings have been undertaken covering all success measures listed for the working groups.</p> <p>The initial meeting for the Reef Guardian/Climate/Sustainability working group, originally planned for Q2, was delayed due to the Climate Policy being finalised in Q1.</p> <p>Membership for Sustainability Working Group being finalised.</p>
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		•			●	<p>Initial meeting has been undertaken with related community groups and industry partners.</p> <p>Second meeting to occur in mid Jan 2026 with advocacy priorities to be brought to council workshop.</p> <p>Result will be listed for future advocacy planning documents.</p>
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				•		

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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		•			●	Early scoping of track extension has been undertaken – due for Your Say consultation in early 2026. Dog management areas being finalised through local law amendments.
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.	1. “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	•				●	Updates to Local Law 3 are currently at the community consultation stage. Monthly weed education sessions are being conducted. Local Law updates progressing Q3.
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		•			✓	Tournament was held on 2-4 October 2025

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					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"> Continue to engage and support the Feral Pig Executive Oversight Group. Implement an ongoing aerial culling program. Pursue additional funding and investment from industry stakeholders and other potential partners. <p>Minutes of the Group meetings provided to and received by Council.</p>	Natural Environment and Sustainability	•	•	•	•	●	<p>Feral Pig Executive Oversight Group meeting held.</p> <p>Aerial culling program completed in Nov 2025 and Terrain NRM funding being utilised to expand pig trapping program</p>
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"> Maintain Coastal Hazard Adaptation Strategy Technical Working Group. Undertake nature based solutions demonstration site. Progress Coastal Council Adaption Taskforce action plan. 	Natural Environment and Sustainability				•		<p>Coastal Hazard Adaptation Strategy Technical Working Group meetings scheduled.</p> <p>Nature Based Solutions site being established at Cardwell via Great Barrier Reef Foundation funding of \$60k</p> <p>Coastal Council Adaptation Taskforce action items are being progressed – Coast grant, Coastsnap and private property guideline</p>
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	•				●	Final draft plan developed and currently undergoing internal review.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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				•	●	The TC Jasper DRFA Category D–funded Regional Flood Model Renewal Project will update Council's 2014 flood models to strengthen flood risk management and community resilience. Delays occurred due to incomplete handover of historical model files, requiring retrieval and assessment of archived data. The project will renew hydrologic and hydraulic models for key catchments using current data and best-practice methods. Completion scheduled for June 2026. The updated models, mapping, and technical reports will support Council's obligations under the Queensland Flood Risk Management Framework.
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, Etty 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.	CCTV Stormwater Inspection Program developed and implemented to assess and maintain stormwater infrastructure. 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	•			•	●	RFQ for the next round of inspections will be put to market in Nov 2026. The southern inspection program, which will inform the tender scope, is currently being developed. Inspection works are expected to be completed by Q3 to support capital project scoping and maintenance scheduling.

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					Q1	Q2	Q3	Q4		
54	15.11	Adopt short-term renewal priority projects of critical stormwater infrastructure following review of condition assessments.	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				•		Brasenose culvert works are subject to National Emergency Management Agency grant funding, with submissions opening in Jan 2026 and scoping underway. Seafarer Drainage will be progressed separately with the River Trust. Works on Owen Street (this financial year limited to the Shire Hall Carpark Drainage) and Murray Street are underway.
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			•			
56	16.3	Develop and implement a Waste and Resource Recovery Strategy aligned with the State Government 2050 waste targets. Our short-term State mandated targets include: <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			•		Challenge remains with high levels of contamination to kerbside recycle bins. Advice from other regional Councils is this will be a long term problem. Option of bulking up at Stoters Hill prior to Cairns MRF delivery is under investigation and costing. Strategy is in Draft format and follows guidelines of State Government document. Advice to residents on strategy drafting to be issued in rates notice aim for feedback	

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
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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	•	•	•	•	●	Community engagement activities are ongoing through diverse channels including print, radio, social media, and in-person events. However, measurable improvements in recycling behaviours have yet to be observed. Engagement of education officer is anticipated to personalise communications at school based levels and work towards correcting current bad recycling habits in the community.
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	•	•	•	•	●	Contractor data identifies recurring minor contamination from a small number of properties. Council and contractor will use the sponsored education program to provide targeted engagement and guidance to affected households. A collaborative, education-first approach will be applied initially, with further actions such as written notification or service refusal considered if issues persist.

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				Status	Comments
					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		•		•	●	An investment webpage has been established and is currently under development. The domain invest.cassowarycoast.com.au has been secured, and Council is working with LGAQ to finalise the site content.
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		•	•	•	●	A dedicated email address: invest@cassowarycoast.com.au has been established to manage direct enquiries. In Q2, the Economic Development Team actioned three direct investment enquiries and is providing support for two ongoing investment opportunities. The team is on track to achieve five new potential investments within 12 months, all of which are medium- to high-value projects (\$500,000+).
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				•		Planning underway for additional public consultation.
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				•		Planning underway for additional public consultation.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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				•		Design, environmental and development approval is on hold until public consultation can be completed.
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	•				✓	Detailed design complete.
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	•				●	Practical Completion reached in Dec 2025. Minor defects and punch list closeout is ongoing. Community Christmas Party event has been held. Main opening event being planned for February.
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				•	✓	Application for Regional Precincts and Partnerships Program (rPPP) funding has been submitted.
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	•			•	●	Commenced with analysis of data. Councillor Workshop completed in Q2 outlining the key options and strategic direction. Implementation and procurement processes commenced.

Good Governance

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

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					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		•		•	●	Training has included good decision making, governance, code of conduct and the role of Councillors.
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				•		Mead Perry Group to conduct workshop with Councillors on 3 March 2026. Discussion will include RAC recommendations.
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	•				✓	The Forward Procurement Plan has been endorsed and published on Council's website.
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"> 1. Growth in numbers of local and First Nations businesses registered as suppliers. 2. 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				•		

OPS Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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	•	•	•	•	●	Customer Service in Tully commenced a trial relocation to the Tully Library, running until 31 March 2026. Staff have completed training in de-escalation techniques, and the updated Customer Service Charter is currently in draft. Customer Request processes have been updated through the new CiA database, and the phone system has been reconfigured to ensure Customer Service is the first point of call.
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	•			•	●	The Service Level Framework was presented to ELT in Dec 2025. A final presentation will occur early 2026 before approval. The Service Guideline document is being finalised, and service levels and key performance indicators will be published.
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		•		•	✓	Customer Request Management went live at the end of Q1, which was ahead of the Q2 completion timeframe. The next phase of the project to update Ci to CiA is underway and is now forecast to go live in Q1 FY27.
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		•			●	Feasibility study to be undertaken in Q3. Research and Project File established.
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		•		•	●	SharePoint portal has been updated and promoted across Council. Risk Talk trial has commenced.

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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		•	•	•	●	Survey has been developed, third-party engaged to conduct and is scheduled for roll out in February 2026
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 Increased utilisation of 'Go 1' platform by team members for training	People and Safety	•	•	•	•	●	Go1 is being utilised to deliver team member training, with an expanded range of courses available. The Talent and Succession module is being used for Training Needs Analysis (TNA). Annual Development Plans (ADPs) are scheduled to commence in 2026.
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				•		Scope development and feedback commenced through Councillor Workshops; and establishment of project governance structure for Tully Civic Centre and Innisfail Library. RFQs released for design and some works. Minor internal changes undertaken for relocation of staff and improved servicing of areas for training, hot-desking and quiet spaces for sensitive conversations.



1300 763 903



enquiries@cassowarycoast.qld.gov.au



cassowarycoast.qld.gov.au



70 Rankin Street, Innisfail
38-40 Bryant Street, Tully
4 Balliol Street, Cardwell