



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		•			✓	Integrated Corporate and Operational Plan 2025-2030 adopted LGM 12 December 2024
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	•	•	•	•	●	<p>Implementation of the Internal Communications Strategy has commenced:</p> <ul style="list-style-type: none"> Continued the "Behind the Badge" video series showcasing team roles. Regular internal newsletter in print and email. Updated Team Information Share format, now fully online with a structured agenda featuring directorate updates and guest speakers. Fortnightly visit to facilities to meet with Comms Champs and strengthen relationships across locations
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	•	•	•	•	●	<ul style="list-style-type: none"> Facilitation of the Mission Beach Dollars in February with a successful response of approximately \$2,000 reimbursement. Second round of Mission Beach Dollars completed in March. Additional signage added around the Mission Beach Township to boost visitation. In combination with the project "Gear Up Big Machines" event to be held on April 5 2025 to launch the school holidays.

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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. January update given to Councillors and ELT.
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. Additional sessions will take part of Economic Development 'Small Business month to commence in Q3/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	●	Ongoing monthly data analysis with ELT highlighting long outstanding CR's and the actioning of these to meet Charter KPIs. Customer Requests for Q3 2023/24 were 3838. Q3 2024/25 4875 comparison. Increase 27%. Larger volumes of CR's Q3 2024/25 due mainly to the beginning of recycling process in March, plus the weather event in February.
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			.		●	Four programs developed and due to be made publicly available in Q4. The maintenance program for drainage is still in progress.
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				.	●	

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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			.		✓	Business Continuity Plans have been completed and communicated via the intranet. Final documents are placed in the Corporate Document Library.
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			.		✓	Emergency Response Procedures reviewed and finalised. Continuous improvement initiatives in place.
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 were held in Q1 and Q2. Council have successfully handed over the interagency meetings in Innisfail to Community Support Centre Innisfail in readiness for the 2025 – 2030 operational plan which sees Council taking a step back from the leadership of this space into one of support.
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	●	The inspection regime is progressing smoothly. <ul style="list-style-type: none"> 1768 customer requests concerning animals, barking dogs, local laws, and environmental health matters were addressed. 79 food premises have been inspected. 4 inspections of an Environmentally Relevant Activity (ERA) licenced business have been completed. 36 Prescribed Activity Permits have been issued.
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	●	65% of budget funding has been allocated. Projects and Initiatives Round 3 SUPERROUND closed 28.3.2025 with the view to expend all funding. Youth Assistance, Emergent Grants and Sport and Recreation Insurance Program Streams still with available funding.



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14	Facilitate the growth of volunteer capacity and capability within the Cassowary Coast.	Celebrate volunteerism during 2025 through Volunteer Week (May 19-25). Deliver governance and grant writing workshops for community/volunteer-led organisations (Booked February and March 2025)	Community Services			•	•	●	Workshops delivered in Q3 as planned with 30 participants across general grants and RADF Grant writing.
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 for the release of the Corporate Plan 2025 in December 2025.
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. RAP Review to go to May LGM. First Nations Advisory Committee expressions of interest to go to May LGM.
17	Facilitate implementation of Council's 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 internal processes and procedures for event organisers (eg event permits and approvals and venue bookings). Develop and implement an Event Performance Measurement Framework.	Tourism and Events Development	•	•	•	•	●	Highlights of the Events Strategy action items progressed to date. <ul style="list-style-type: none"> • CCRC Events Page developed and implemented. • Streamlining of systems and processes progressing internal working group workshop held and individual consults. Event organiser workshop scheduled; review and update of venue bookings and terms and conditions underway and have started transitioning some venues to Space to Co. • Performance Measurement Framework development underway which includes performance metrics with initial feedback from the Council-supported Riverfest event.





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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>Regional Historical Societies quarterly meeting attendance by Council.</p> <p>Preliminary discussions between Council and Cardwell Historical Society and MoU review underway for development of an updated Facility Use Agreement for the JC Hubinger Museum in the Cardwell Heritage Precinct.</p> <ul style="list-style-type: none"> Draft Facility Use Agreement in progress, scheduled to be presented to CDHS in April. <p>Liaise and communicate re upcoming Qld Rail North Coast Railway Centenary celebrations & Tully Sugar Centenary Celebrations.</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		RADF Round 2 closes mid April with recommendations to go to May LGM.
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> <p>First Five Forever</p> <ul style="list-style-type: none"> Mid year report submitted to SLQ Feb 2025 New F5F training modules rolled out Rebrand to Cassowary Kids <p>Digital Literacy: Technology support and workshops</p> <ul style="list-style-type: none"> Ongoing Tech Help session delivery Pilot program with SLQ Regional Digital Development Officer (RDDO) <p>Youth engagement: School holiday activities, Junior STEAMers after school program.</p> <p>Adult engagement: Conversation Café, Craft n Laugh, Volunteer inclusion; adult literacy book club</p>





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21	<p>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.</p> <p>Note that RUSH is now known as the CCUC (Cassowary Coast University Centre)</p>	<p>CCUC is established through the implementation of the Facility Use Agreement between Council and VPG.</p> <p>VPG will ensure that the facility is adequately staffed by persons with the necessary qualifications and certifications to properly operate the RUSH.</p>	Community Services		Ongoing operational collaboration with the VPG and Council's Library and Community Services teams sharing referrals, information, and cross-promotion.
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.	<p>Recruit casual vacancies on YAC.</p> <p>YAC Action Plan developed and implemented through meaningful and collaborative youth participation and engagement.</p>	Community Services		<p>YAC Action Plan presented to Councillors March 2025.</p> <p>Plan priorities to be workshopped further at the next YAC meeting in Q3.</p>


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 is meeting Service Agreement conditions: <ul style="list-style-type: none"> Quarterly reports to council. CCT AGM held on Dec 5, 2024; Board appointed. Audited Financial Report for YE 30 Jun 2024, and Q2 activity report presented at CIS in March 2025. Collaborating on Ecotourism Certification, Events Calendar, and new town maps. Visitor Information Centres are active and accredited; satellite brochure racks being distributed, and Information Bridge signs in production.
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: <ul style="list-style-type: none"> Renew Cassowary Coast Program: 2 locations in Innisfail active, exploring a third in 2025. Biz Connect Sessions: 12 one-on-one sessions in first 3 weeks. BizConnect Hub: Setup in progress. Business Building Events: 9 events planned for 2024 in partnership with chambers. Small Business Friendly Council Roundtable ongoing.








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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		The Economic Leadership Committee (ELC) held its inaugural meeting in February, electing a Chair and Deputy Chair. The second meeting is scheduled for April 3. ELC members have been involved in 6 meeting/events outside of the meeting schedule and provided feedback on programming.
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				.		The audit of schools' use of community land and community access to school facilities is ongoing. Support for community use is provided through the Community Infrastructure Grant, including club improvements on school ovals. The Tully Multi-Purpose Centre's community use is under review as part of an agreement set to expire in 2027.
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			.			Strategy is in draft. Expected to be workshopped with Council in May with adoption expected prior to the end of the 2024/2025 Financial Year.
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	.					Plant and Truck Hire awarded October 2024. Trades and Services awarded November 2024.

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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			.			<p>Work has started on the Stage 3 application, building on the Stage 2 Business Case and engaging stakeholders. PEAK is contracted to develop the application for the regional Precincts and Partnerships Program (rPPP) funding by June 2025.</p> <p>The QLD Government-funded Girramay/Girringun Business Plan is contributing to Stage 3, with early-stage planning for the Trail Head and website. An MOU has been signed, 48 meetings held, and a Business Development Officer appointed to complete the Business Plan by June 2025.</p>
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		<p>YourSay page was 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.</p> <p>All actions completed within dedicated timeframes.</p>
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		.	.			<p>Pending Website Update, Investment Attraction will have a landing page however in the interim the team are continually working to lure potential investors whose interest aligns with the needs and vision for the region.</p>
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	.		.			<p>Port of Mourilyan Strategic Business Case commenced with successful consultants Business Development Officer kicking off project in March with a Project Inception Meeting and Investment Logic Mapping Exercise.</p>



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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		•		•		Phase 1 completed 5 December 2024. Phase 1a scope indicates that a September 2025 deliverable is likely due to block out periods leading up to the Rating season.

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		Continued 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			.			Lifecycle costing due for completion April 2025. On track for May CIS and June LGM.
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				.		FNQROC Technical Committee have provided draft RFQ for Sealed Roads analysis. CCRC analysis on Unsealed Roads to be shared with FNQROC.
38	Provide the Mission Beach CBD Revitalisation project to create a vibrant town centre, 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 first stages practical completion of works in Village Green during 2024/25.
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 assessed. Prioritisation Report adopted by Council. Procurement of FY25 upgrade priorities underway.
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				.		~95% complete with 5,700m of water main renewals delivered to date, on track for completion Q4.

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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. Tenders have been received and are being evaluated with award expected in late January 2025. Contract has been awarded and initial meeting held.
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 ~60% complete. Tully ~70% complete.
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			•		✓	Policy adopted at Aug 24 LG meeting.
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			•		●	Final round of assessment underway to be completed April 2025.
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				•	●	Awaiting response from Department of Natural Resources on how they would apply their policy cost conversion of reserve land to freehold 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			•	•	●	Community engagement phase completed for gateway project. Preliminary design efforts underway for Fitzgerald Esplanade area.
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		•			✓	Stormwater renewal works completed and culvert returned to service.







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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				•		Likely to be carried over to FY26 (covered under DRFA funding window). Difficulties procuring models and internal resourcing shortages have hindered progress.
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 operational risk registers, ERM Framework and Risk appetite statement.

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.






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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		•	•		✓	Closure commenced. QTY Hook Truck Bins sourced to enable alternate logistics.
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				•	●	Commencement of this initiative to occur in Q3.
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			•	•	✓	Kerbside recycling commenced.
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 completed. Council review imminent.
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.





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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 successful. Approved \$220,000. Awaiting Grant Deed to confirm conditions and timeframes. Project can only commence after execution of the Grant Deed.
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 underway. Greenhouse Gas footprint and abatement plan completed. Cassowary Coast Climate policy is being developed. Councillor workshop May 2025.
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			•		✓	Both policies adopted Mar 2025.
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				•	✓	Complete - Council adoption 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		•	•	•	●	Coastal Councils Adaption Taskforce officer appointed and progressing progress project – purchase order raised to acquire coast snap equipment.
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		•			●	Councillor Information Session undertaken January 2025 and planting out programmed Apr/ May 2025.
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		•			✓	Adopted Local Government Meeting January 25.

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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 suite 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			.			QRA funding received, and Far North Queensland Regional Organisation of Councils (FNQROC) engaged to undertake project.
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 Coordinator appointed. Executive committee held. Range of actions progressed. Councillor Information Session undertaken. Terrain NRM funding received to extend role by 2 days per week.
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		.				Workshop March 2025 undertaken. LG Meeting April 2025.
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. Cassowary Credits being progressed as part of item 61 op plan.
67	Facilitate the development of a Mahogany Glider Conservation policy.	Development of policy and action plan for consideration by Council.	Natural Environment and Sustainability			.			Council adoption 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. Councillor workshop April 25. Training provided for Natural Environmental Services staff – new website to be in place April 2025.

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.

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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		Refreshed values and behaviours are completed, consultation occurring with Unions and on track for launch
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		Plan approved. Strategies and tactics to be implemented per 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 has been created and conversations have commenced
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 workshops scheduled throughout 24/25. Programs planned for delivery on track.
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.

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comment
				Q1	Q2	Q3	Q4		
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 24 items completed, 6 currently actively being actioned. LGW Audit confirmed for May 2026
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		.		.		Continued minor workplace accommodation improvements achieved, and de-clutter clean-up prioritised. Procurement commenced for refit. Works for Queensland grant successful for Tully Civic Centre internal refit. Project management planning and governance underway for functional and accessibility improvements and external building refurbishments.
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			.	.		Review of Council owned housing asset base commenced. Council approved Stage 1 divestment approach and process at March LG meeting. Ongoing discussions held with Department of Housing and Department of Natural Resources and other stakeholders. Background research into accommodation policies of other Councils completed.

	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 have been recruited and have commenced for the 2025 intake.</p> <p>Engineering cadet has commenced & program will continue to develop and evolve as positions become available</p>



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