Cassowary Coast
REGIONAL COUNCIL

Operational Plan Quarterly Report

2026 - 2027



TABLE OF CONTENTS

CEO Highlights 1
Our Vision 2
About Our Operational Plan 3
Status of Initiative 3
Operational Plan Dashboard 4
Healthy Communities 5
Liveable Places 8
Sustainable Environments 11
Thriving Economy 17
Good Governance 20

CEO Highlights

The quarter saw a strong start across all five pillars, with key strategies and policies adopted, major contracts awarded and solid preparation for the wet season.

Healthy Communities

- NAIDOC Week activities were successfully delivered in partnership with local community groups.
- Castor Park was successful in securing a Council infrastructure grant to undertake strategic planning for the long-term growth of football in the region.
- Grant information on Council's website was refreshed, and applicants were supported through the first round of Community Infrastructure and Community Projects grants.

Liveable Places

- Contracts were awarded for all landslip remediation sites following the February 2025 and December 2025 flood events.
- A contract was awarded for 1,000 metres of water main renewals under the Leak Reduction Strategy, and smart water meter installation has commenced on target.
- A consultant was engaged to review the Planning Scheme, with community and stakeholder consultation to commence in the coming months.
- Unsealed road upgrades to Jubilee, Granadilla and Scougall Roads are underway and due for completion by mid-October, despite wet weather delays.

Sustainable Environments

- Council adopted the Waste and Resource Recovery Strategy 2026-2030.
- Two community marine debris collection events at Kurrimine and Cowley Beaches removed just under one tonne of debris.
- Wet season preparation is well underway, with inspections and maintenance of higher-risk drains and culverts commenced, and flood resilience modelling for Mourilyan and Mission Beach in progress.
- Site space at Stoters Hill has been made available to a private industry partner to trial a tyre pyrolysis micro-factory, and targeted biosecurity works were undertaken to address pond apple non-compliance.

Thriving Economy

- Major event servicing was provided for the Innisfail and Tully Annual Shows, Amazon Australia, Feast of the Senses and Riverfest, supported by new event outcome reporting aligned with Tourism and Events Queensland.
- Council's Small Business Friendly Report was submitted ahead of the 30 September deadline.

Good Governance

- Council adopted the Advocacy Plan 2026-27 at the September Local Government Meeting, including priorities for state-controlled road funding and improved marine facilities.
- The Procurement Policy and Forward Procurement Plan were updated, adopted and published on Council's website.
- Council's Grow Our Own Program now supports 23 apprentice and trainee roles, exceeding the target of 18, with funding bids lodged for a further three apprentices and three trainees.

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 2026-27 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.

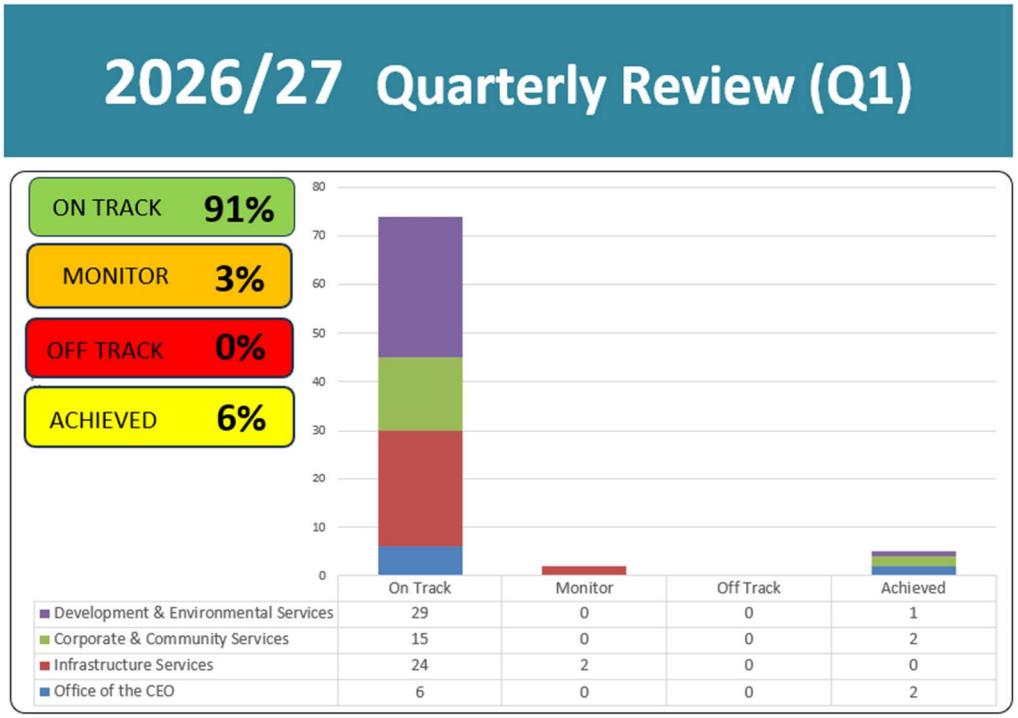
The activities and actions within this Operational Plan are directly aligned to the outcomes and objectives of Council's Corporate Plan 2025-2030:

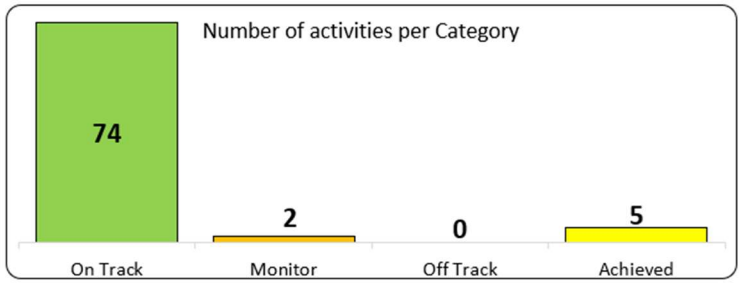
- *Healthy communities*
- *Liveable places*
- *Sustainable environments*
- *Thriving economy*
- *Good governance*

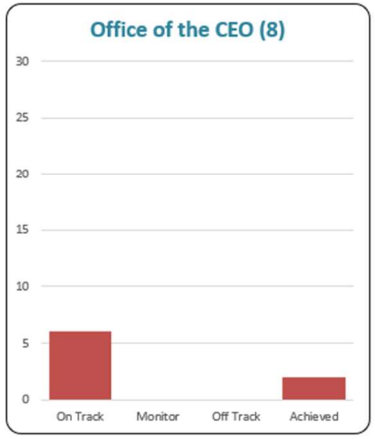
Status of Initiative

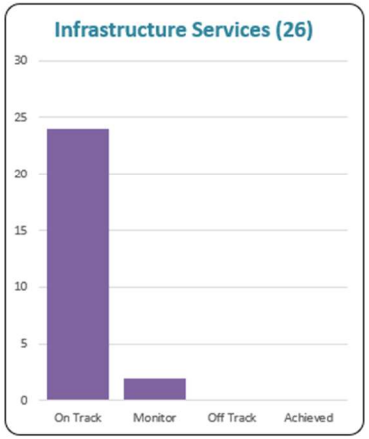
On track	●	This initiative is progressing as scheduled.
Monitor	●	This initiative may not progress as scheduled.
Off track	●	This initiative is at risk of not being completed.
Achieved	✓	This initiative is completed and achieved the targeted outcome.

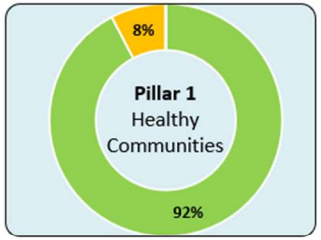
Operational Plan Dashboard

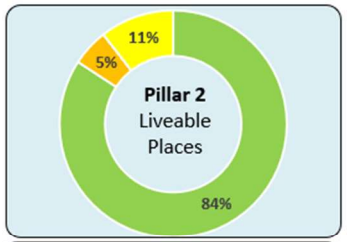


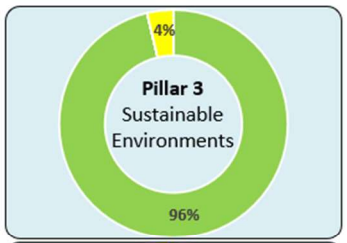




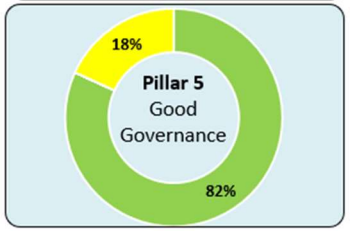


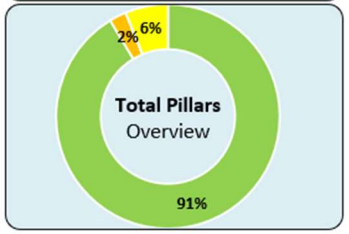


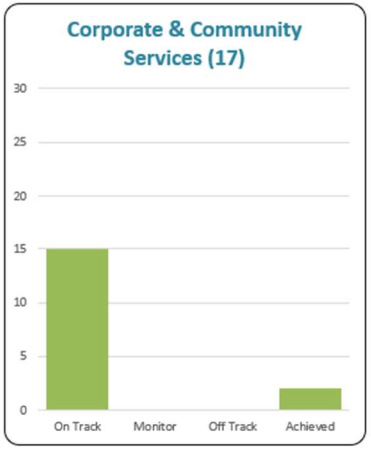


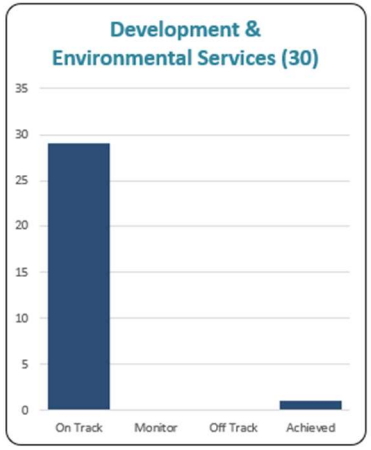












Healthy Communities

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		
Objective 1. Create safe and healthy communities by delivering and advocating for better services and facilities.										
1	1.1	Develop a Community Safety Plan.	Community Safety Plan developed with community consultation and endorsed by Council.	Communications & Engagement				•		
2	1.3	Collaborate with Queensland Police Service and community to review existing safety infrastructure and services and agree on key actions.	Investigate solutions for CCTV network to Mission Beach and seek grant funding opportunities.	Information, Communications & Technology				•		
3	1.10	Partner with and encourage users of regional sport and recreation fields and facilities to identify priority improvements (such as lighting, field conditions, car parking, court surface conditions and accessible infrastructure) and identify funding strategies (i.e. grants, reserve program) to deliver on these.	Callendar Park Memorandum of Understanding developed and signed. Lease agreement approved by Council.	Facilities & Leasing		•		•		A Memorandum of Understanding (MOU) has been developed with Brothers Football Club. Council has offered support to assist with the development of a Business Plan, targeted for completion by the end of Q2. The findings of the Business Plan may inform broader strategic planning for Callendar Park. The final MOU is intended to provide a foundation for a new lease arrangement, with the current lease for Callendar Park due to expire on 31 March 2027.
4	1.14	Cooperatively develop a strategic sports infrastructure improvement plan / program to facilitate the long-term growth of Football (soccer) in the region.	Memorandum of Understanding developed and signed, scope planning and design studies requirements.	Facilities & Leasing	•	•				Castor Park successful in Council infrastructure grant to undertake strategic planning.
Objective 2. Strengthen our sense of identity and connection by growing appreciation for our rich heritage and participation in creative and cultural activities.										
5	2.2	Collaborate with community partners to develop and deliver multicultural activities for events such as NAIDOC Week and Reconciliation Week.	Partner with community groups to deliver activities during NAIDOC week and Reconciliation Week.	Communications & Engagement	•			•		NAIDOC Week activities successfully delivered.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
6	2.10	Develop and implement a Stretch Reconciliation Action Plan 2026-2029. This is the third stage plan in Reconciliation Australia's framework.	Reconciliation Australia endorses the Council's Innovate Action Plan for the next two years.	Communications & Engagement			•			
7	2.12	Review the 2019 Cassowary Coast Art Deco Strategy and incorporate: • Wayfinding and promotional signage for existing art deco and heritage landmarks and attractions (aligned with Innisfail CBD Masterplan timeframes). • New creative initiatives, immersive experiences and interactive content and promotions to celebrate Innisfail's Art Deco heritage.	Review the Cassowary Coast Art Deco Strategy and present for Council adoption.	Economic Development				•		An internal project plan has been developed, and desktop research has commenced as part of the review of the Art Deco Strategy. The draft strategy is scheduled to be presented to Council in May 2027.
8	2.14	Develop a Library and Museums Strategy and Implementation Plan.	Council adopts the Strategy and Implementation Plan that meets Queensland Library standards and service level agreement.	Library Services				•		Draft strategy developed and being workshopped and refined.
Objective 3. Deliver inclusive facilities and services for people of all ages and abilities.										
9	3.2	Research supply and demand for childcare, family daycare and after school care to develop an advocacy position for Council to adopt.	Complete supply and demand research. Explore feasibility of tenure/development model to provide Council with most beneficial long-term outcome. Provide report on outcomes to Council.	Facilities & Leasing		•	•			
10	3.4	Facilitate and support the Youth Advisory Committee (YAC) to develop and deliver priority projects in the Youth Action Plan.	Deliver Youth Action Plan priority activities.	Communications & Engagement				•		
Objective 4. Grow community capacity through grants, support and volunteering programs.										
11	4.3	Provide governance and grant writing advice and information for community and volunteer-led organisations.	Strong number of high-quality applications by community and volunteer-led organisations to Council funded grant opportunities	Communications & Engagement	•	•	•	•	●	Grant information was updated on the CCRC website to make it easier for potential applicants to understand the guidelines, eligibility requirements, and opportunities. Advice and support provided to applicants during the first round of community infrastructure grants and community projects grants.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
12	4.4	Provide guidance to not for profit groups holding events using community and Council managed facilities or on Council controlled land to develop event management plans and submit complete permit applications to Council.	Deliver one community/public information and education session. Accessible up to date online guidance	Communications & Engagement		•				
13	4.6	Celebrate volunteers through Volunteer Week.	Support activities that promote Volunteers Week.	Communications & Engagement				•		

Liveable Places

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

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
Objective 6. Plan for sustainable and responsible growth and development.										
14	6.2	Review and adopt an amended Planning Scheme in consultation with the community.	Draft Planning Scheme provided to State Government for state interest check.	Planning & Development				•	●	Consultant has been engaged and community and stakeholder consultation will commence in the coming months.
Objective 8. Provide quality community facilities, parks and public open spaces.										
15	8.1	Maintain 327 hectares of parks and public open spaces and parts of Nature Reserves.	Open spaces are maintained in accordance with service levels defined in the Open Space Strategy.	Asset Maintenance	•	•	•	•	●	Routine maintenance of parks and open spaces is continuing across the region, with mowing, slashing, gardens and general maintenance being undertaken in line with service levels.
16	8.2	Develop and improve infrastructure to enable community to interact with the natural environment such as trails, boardwalks, viewing platforms, bird hides and interpretive signage.	Undertake community engagement to identify future options for onshore infrastructure at Perry Harvey Jetty to improve public access, recreation and activation at asset end of life.	Asset Engineering Communications & Engagement				•		
17	8.8	Review and agree on additional projects to progress the implementation of the Innisfail CBD and Warrina Lakes Strategic Revitalisation Implementation Plan.	Adoption by Council of a prioritised implementation plan for Innisfail CBD and Warrina Lakes Revitalisation initiatives.	Asset Engineering			•			
18	8.10	Provide a district-level play space, amenities and signage at Banyan Park, following community consultation of detailed design.	Deliver the detailed design of the Banyan Park district-level play space, informed by community consultation.	Asset Engineering			•			

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
Objective 9. Provide safe, reliable and financially sustainable transport networks.										
19	9.2	Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, with a focus on: 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 2026/27 with a strong focus on increased funding for state-controlled road resilience upgrades, improved maintenance and road safety initiatives.	Office of the Mayor	•				✓	Advocacy Plan for 2026-27 developed and adopted by Council at the September LGM. The plan includes an advocacy goal for improving funding for state-controlled roads.
20	9.4	Bowen Street, Cardwell improvements.	Design completed with community consultation and progress outcomes.	Asset Engineering				•		
21	9.7	Fund and seal high priority unsealed roads in Council's unsealed road network.	Deliver upgrades to Warrabullen Road and Hernon Road.	Asset Engineering				•		
22	9.8	Prioritise identified hotspots in the Region's unsealed road network.	Deliver unsealed road upgrades to Jubilee Road, Granadilla Road and Scougall Road.	Asset Engineering	•				●	Works are underway and expected to be completed by mid-October. There were delays due to wet weather.
23	9.14	Infrastructure Restoration following Feb 25 and Dec 25 flooding events.	All damage assessments, submission building, design effort and construction procurement complete.	Project Delivery		•				Contracts awarded for all landslip remediation sites. Final roads REPA QRA approvals, design work and construction tendering forecast for Q2.
Objective 10. Encourage greater use of active transport with improved paths and cycleways.										
24	10.1	Build and maintain footpaths and cycleways as scheduled in the Capital Works Program.	Delivery of Innisfail CBD footpath upgrades on Lily Street, Ernest Street, Rankin Street, and Edith Street.	Asset Engineering				•		
25	10.7	Develop a Mission Beach and Bingil Bay Walking Network Plan.	Community consultation undertaken and Walking Network Plan considered by Council.	Asset Engineering				•		
Objective 11. Improve marine facilities.										
26	11.2	Advocate for State Government to fund and deliver a long-term dredging plan for One Mile Creek, Port Hinchinbrook.	Negotiate an infrastructure agreement to deliver long-term dredging plan for Port Hinchinbrook.	Office of the Mayor				•		

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
27	11.5	Introduce on-site management of Clump Point during peak periods.	Review options for on-site management including via mobile/remote services and implement solutions.	Regulatory Services				•		Regular parking patrols occurring, particularly during high use periods.
28	11.6	Deliver an upgraded car park and launching facility at Kurrimine Beach boat ramp upon completion of DTMR works.	Project to be procurement-ready for delivery following Queensland Government's upgrade of Kurrimine Beach Boat Ramp.	Asset Engineering			•			
29	11.7	Advocate for improved marine facilities at Cowley Beach.	Council adopt the Cassowary Coast Regional Council Advocacy Plan 2026/27.	Office of the Mayor	•				✓	Advocacy Plan for 2026-27 developed and adopted by Council at the September LGM. The plan includes an advocacy goal for improving marine facilities.
Objective 12. Provide and manage efficient, cost-effective water supply and sewerage infrastructure.										
30	12.1	Service and maintain approx. 833km of water mains to deliver potable water.	Service and maintain approx. 833km of water mains to deliver potable water. And respond to water main breaks in line with Council's Customer Service Standards.	Water & Wastewater				•		
31	12.4	Implement Council's Leak Reduction Strategy.	Delivery of over 3,860 meters of water main renewals across the region.	Water & Wastewater				•		The contract has been awarded for the delivery of 1,000 metres of water main, with further contracts to be awarded shortly.
32	12.5	Continue to roll out the Smart Meter Program across the region to access accurate data on water usage.	Delivery of smart water meter program to include 800 properties.	Water & Wastewater				•		Installation has commenced and is on target.

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		
Objective 13. Care for the long-term sustainability of regional biodiversity, waterways and wetlands, the natural environment and the Great Barrier Reef.										
33	13.2	Deliver coastal, terrestrial, waterways and species focused rehabilitation programs, including: • Revegetation or restoration work on council land (community and staff led). • Technical advice and planning assistance to private property, schools, community groups and clubs undertaking revegetation or restoration projects. • Fire management and cultural heritage protection works. • Facilitate delivery of coastal works and Reef Guadian programs. • Deliver range of community-based actions free trees, Coastcare onground work, turtle and shorebird monitoring. • Support Tropical Tree Day (Planet Ark's National Tree Day).	Maintain bushland, foreshore reserves, coastal accesses and nature-based recreation assets in line with adopted service levels and seek funding for new initiatives.	Natural Environment & Sustainability				•		
34	13.5	Collaborate in developing a Mahogany Glider local recovery plan to support the national plan.	Ingrain Mahogany Glider Recovery actions into Council programs e.g. free native tree program species suitability.	Natural Environment & Sustainability				•		
35	13.9	Develop a Hull Heads and Tully Heads Foreshore Management Plan.	Present for Council adoption the Hull Heads and Tully Heads Foreshore Management Plan following community consultation.	Natural Environment & Sustainability		•				

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
36	13.13	Advocate for Council's role in delivering the Reef 2050 Long Term Sustainability Plan to be recognised with more direct engagement with Council and funding to implement CCRC's Reef Guardian Council Action Plan.	Advocate for further funding to deliver initiatives in the CCRC Reef Guardian Action Plan.	Natural Environment & Sustainability				•		
37	13.17	Develop and implement a traditional custodians / community groups land management framework (IPA).	Work with Girringun and Mamu to progress the development of Indigenous Protected Area agreements that support Caring for Country, conservation and community benefits.	Natural Environment & Sustainability				•		
38	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.	Continue to support 4 marine debris and 2 township clean up events with a youth focus.	Natural Environment & Sustainability	•	•	•	•	●	Two community marine debris collection events were undertaken during the first quarter at Kurrimine and Cowley Beaches, resulting in just under one tonne of debris being removed.
Objective 14. Minimise the impacts of biosecurity risks in the region, such as pests, diseases and weeds.										
39	14.1	Partner with the Natural Assets Management Advisory Committee (NAMAC) to finalise and implement the Cassowary Coast Local Area Biosecurity Plan 2025-2029.	Continue to educate and implement Local Area Biosecurity Plan in conjunction with key partners.	Natural Environment & Sustainability				•		
40	14.2	Manage invasive plants, feral animals and other pests.	Undertake targeted compliance program in relation to Restricted Matter Category 3 Pest Species as adopted in Council's Biosecurity Plan 2025-2029.	Natural Environment & Sustainability	•				●	Entry and clearing works were undertaken to address non-compliance with a Biosecurity Order relating to pond apple.
41	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.	Communications & Engagement		•				

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
42	14.4	Collaborate with the Cassowary Coast Feral Pig Executive Oversight Group (EOG) 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.	Continue to implement feral pig management in conjunction with key EOG partners. Align all efforts with state and federal plans.	Natural Environment & Sustainability				•		
Objective 15. Prepare for climate adaptation and management climate change hazards and risks, including storms, cyclones, flooding and fire.										
43	15.1	Advocate for Queensland Government to lead the establishment of a statewide management and funding framework to support local councils to implement priority actions in their Coastal Hazard Adaptation Strategies.	Continue to engage in and support QCoast funding arrangements. Expand CCAT alliance to one additional partner per year.	Natural Environment & Sustainability				•		
44	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.	Progress Cardwell Nature Based Solutions project as case study/ demonstration site and implement coastal monitoring plan.	Natural Environment & Sustainability		•				
45	15.9	Manage stormwater infrastructure.	Establish tenure for key drainage outlets in Mourilyan.	Asset Engineering			•			
46	15.2	Provide Flying Fish Point Drainage Improvements.	Delivery of QRA funded stormwater betterment project.	Asset Engineering			•			
47	15.13	Provide Mission Beach (Koda/Kwila Streets) Drainage Improvements.	Deliver drainage upgrades to Koda and Kwila Street, Wongaling Beach.	Asset Engineering			•			
48	15.14	Provide Cardwell Drainage Improvements.	Deliver flood resilience improvement project within budget following drainage modelling.	Asset Engineering				•		
49	15.15	Provide Mourilyan (Castor St) Drainage Improvements.	Deliver priority drainage upgrades in Castor Street, Mourilyan.	Asset Engineering			•			

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
50	15.16	Provide Silkwood Ann Road Culvert works and advocate to Queensland Rail regarding drainage improvements.	Update flood modelling to prioritise resilience upgrades and support advocacy to Queensland Rail; remove redundant Ann Road culvert (Silkwood).	Asset Engineering				•		
51	15.17	Develop Coastal Management Policy (including Private Property Coastal Protection Guideline).	Policy developed and adopted by Council, following community consultation.	Natural Environment & Sustainability		•				
52	15.18	Clear and maintain Council-managed drains and culverts.	Open drains are managed through a risk-based hierarchy, with pre and post season inspection frequencies determined by asset criticality and maintenance works informed by inspection outcomes.	Asset Maintenance	•	•	•	•	●	Inspections and maintenance of higher-risk drains and culverts have commenced ahead of the wet season, with works being prioritised based on risk and condition.
53	15.19	Progress flood resilience investigation modelling and design for future construction projects.	Undertake drainage modelling updates for Mourilyan, East Innisfail and Mission Beach to identify future flood resilience projects.	Asset Engineering	•	•	•	•	●	Modelling for Mourilyan and Mission Beaches is underway with areas scheduled for immediate upgrades being prioritised.
Objective 16. Encourage the adoption of sustainable practices, including efforts to reduce waste and carbon emissions.										
54	16.1	Implement Sustainability Policy to address climate change, sustainability and renewable energy.	Deliver one stacked offset project on Council managed land to assist in organisational emissions reduction and update Council on emissions footprint.	Natural Environment & Sustainability				•		
55	16.2	Deliver sustainable community programs to progress corporate and community emissions reduction opportunities.	Work with FNQROC (Climate Resilient Technical Committee) to deliver successful grant funded projects, to progress carbon reduction opportunities.	Natural Environment & Sustainability		•				

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
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: 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.	Adopt the Waste & Resource Recovery Strategy 2026-2030 following community consultation process.	Waste & Resource Recovery				•	✓	Strategy completed and adopted by Council
57	16.5	Collaborate with key industries to introduce pilot and demonstration projects to showcase circular economy benefits and to provide practical guidance on how to adopt these practices.	Support a private industry partnership by providing access to land and facilities at the Stoters Hill site to trial a micro-factory for tyre pyrolysis.	Waste & Resource Recovery				•		Site space available for plant, background work on accreditation of proposed trial being undertaken by operator
58	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.	Council's recycling education initiatives will focus on reducing contamination in kerbside recycling and supporting the community to work towards the contamination acceptance levels required by the Cairns Materials Recovery Facility.	Waste & Resource Recovery				•		Education officer tasked with reducing contamination rates to recycling bins, tangible process since initial benchmark, will be ongoing process for multiple years

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
59	16.9	Implement the Tully Open Landfill Facility post-closure management plan, with supporting engagement and communication to inform community members and local businesses about what will happen to their waste and future potential uses for this site.	The landfill closure plan is updated to meet current legislative requirements, procurement is progressed in 2026/27, and construction planning is in place for delivery during the 2027 dry season, subject to budget approval.	Waste & Resource Recovery				•		Engagement of suitably qualified Consultant to design and document closure plan including supply of geotechnical, site QA and survey services

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		
Objective 17. Drive local investment, economic growth and job creation.										
60	17.1	Deliver economic and agricultural development services, including: • Economic development planning and support services • Activate Cassowary Coast (development incentive scheme) • Business approvals, permits and licenses • Small Business Friendly Initiative • Workforce planning resources, advisory and training services.	Maintain Small Business Friendly Council Status. Provide the Small Business Action Plan for Cassowary Coast.	Economic Development		•				The Economic Development team undertook targeted consultation with the Economic Leadership Committee, peak bodies and the Small Business Friendly Network, comprising representatives from other councils, to inform a draft Action Plan. The draft Action Plan will be workshopped with Council in October 2026. The Small Business Friendly Report was also submitted before the 30 September deadline.
61	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 baseline metrics and track engagement indicators (e.g. website traffic, campaign reach, enquiries) to inform future workforce attraction initiatives. Publish resources to support the regions employers to access content and tips in attracting workers to region.	Economic Development		•		•		Development of the investment webpage is progressing, with content currently being uploaded. Completion is anticipated by the end of Q4.
62	17.7	Facilitate collaboration between local Chambers of Commerce and business networks to set up and deliver the Cassowary Coast Local Business Awards.	Local Business Awards are delivered.	Economic Development				•		
63	17.9	Investigate the establishment of an 'Innovation Hub' in the Cassowary Coast region to provide business support services, working spaces and accelerator programs.	Provide a Business case for an Innovation Hub in Cassowary Coast for Council consideration.	Economic Development			•			Project Plan developed, scheduled for presentation to Council in January 2027.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
64	17.10	Advocate for strategic industry development plans to be developed to identify actions to unlock growth and development in key industries, including agribusiness, aquaculture, tourism, and transport and logistics.	Secure commitment from relevant state, industry or regional partners to progress industry development planning in at least one priority sector.	Economic Development				•		
65	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.	Provide a submission to the Department for an appropriate skilled regional migration program.	Economic Development		•				
Objective 18. Revitalise and activate town centres.										
66	18.4	Obtain environmental and development approvals for Johnstone River revetment.	Concept design developed for revetment wall and associated infrastructure.	Asset Engineering				•		
67	18.12	Provide recommendations to meet RV parking requirements in CBDs.	RV Parking infrastructure considered in Innisfail CBD Masterplan review.	Asset Engineering		•				
Objective 19. Develop and promote visitor experiences through strategic partnerships.										
68	19.1	Provide tourism and event development services.	Provide Major Event Servicing and Sponsorship Agreements as per Councils Approval.	Economic Development	•	•	•	•	●	The Economic Development Team facilitated Major Event Servicing for: • Innisfail Annual Show • Tully Annual Show • Amazon Australia • Feast of the Senses and • Riverfest New event outcome reporting has been introduced to demonstrate event return on investment and align with Tourism and Events Queensland outcomes. A sliding-scale approach to funding has also supported Riverfest to build event capability.
69	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 Gateway Precinct.	Undertake Implementation Steps presented in the Cardwell Gateway Precinct Report.	Economic Development	•	•	•	•	●	The Regional Precincts and Places Program (RPPP) funding application was unsuccessful. Alternative funding streams will be investigated.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
70	19.7	Develop a Caravan Park Strategy to consider future management and operations at all Council caravan parks.	Complete Caravan Park Strategy for endorsement.	Facilities & Leasing			•			

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		
Objective 20. Deliver open and transparent leadership, governance and financial management.										
71	20.2	Review the Advocacy Plan, report on progress and update with current community priorities.	Cassowary Coast Advocacy Plan 2026/27 developed and endorsed by Council.	Communications & Engagement	•				✓	Advocacy Plan for 2026-27 developed and adopted by Council at the September LGM.
72	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 2027/28 Budget process.	Finance				•		2027/28 Budget planning in early stages.
73	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				•		CFO recently appointed. Financial Sustainability is a key focus of role.
74	20.9	Review Council Procurement Policy to ensure it is in line with legislation and best practice and develop and publish an annual Forward Procurement Plan to facilitate improved planning, early market engagement and better overall outcomes for Council, businesses and the community.	Updated fit for purpose Procurement Policy Endorsement and publishing of Council's Forward Procurement Plan with early identification of future tender opportunities to support business.	Procurement	•				✓	The Procurement Policy and Forward Procurement Plan have been updated, adopted and published on Council's website.
75	20.10	Provide advice and information to support local businesses to win contracts to supply goods and services to Council.	Delivery of "Doing business with Council" Session.	Procurement			•			

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
Objective 21. Embrace innovation to drive improved community engagement, customer experiences and organisational effectiveness.										
76	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.	Year 1 of Service Level Reviews finalised and endorsed by Council and published with KPIs.	Governance, Risk & Performance				•		
77	21.6	Implement technology that improves council business processes and community outcomes.	Review and pilot, electronic invoicing solutions, Grants Management and Advanced Sourcing.	Information, Communications & Technology Finance Procurement				•		
78	21.8	Implement technology to enable digital communication with residents on important council business such as e-rates, water leaks, dog registration, change to service.	Continue to implement technology upgrades and innovations to improve and streamline communications with our community.	Information, Communications & Technology Finance Regulatory Services				•		
79	21.12	Research and implement digital information signage in each major township.	Present Council two potential digital information signage sites for consideration.	Economic Development		•				
Objective 22. Provide a safe, inclusive and supportive work environment to attract and retain a diverse and capable workforce.										
80	22.3	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 Council sustains a workforce for the future capable of providing continuity in critical service delivery.	Sustain at least 18 apprenticeship/ traineeship roles subject to government funding.	People & Safety	•	•	•	•	●	Council currently has 23 apprentice/trainee roles. Funding bids for 26/27 have been made to DTET for funding to accommodate an additional 3 apprentices and 3 trainees.

OPs Plan	CORP Plan	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken				Status	Comments
					Q1	Q2	Q3	Q4		
81	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.	Review workspaces and coordinate changes to accommodate change to operations and consolidating work locations and relocations.	Facilities & Leasing	•	•	•	•	●	Interim arrangement complete for transition of Customer Service to Tully Library.



Cassowary Coast
REGIONAL COUNCIL

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