



Cassowary Coast  
REGIONAL COUNCIL

# OPERATIONAL PLAN

2024-2025





## Operational Plan 2024-2025

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## Acknowledgment of Country

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

# OUR VISION, MISSION AND VALUES

## OUR VISION

We aspire to provide great experiences, deliver value and create a sustainable future for our community.

Delivering outcomes that embrace value in everything we do is fundamental to a vibrant and prosperous community that ‘loves the place we live’ and is summed up in our vision statement -

‘One Coast: Cassowary Coast’.

## OUR MISSION

We are committed to delivering great service and value, economic growth, opportunity, prosperity and a relaxed lifestyle.

## OUR CORE VALUES

At Council, we are committed to working as one to realise our vision of ‘One Coast: Cassowary Coast’ to ensure great experiences, deliver value and create a sustainable future for our community.

Everything we do is underpinned by three core values:

### OUR CORE VALUES ARE:

RESPECT		INTEGRITY		COURAGE	
<p><i>We DO what we say through our CORE VALUES, and we DEMONSTRATE this through each of our KEY COMMITMENTS</i></p>					
LEADERSHIP		COMMUNICATION		PERFORMANCE	
<p>We all affect outcomes, and lead through our actions and behaviours</p> <p><b>CCRC LEADERS WILL:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate visible leadership</li> <li>• Think of the whole organisation when making decisions</li> <li>• Provide clear directions</li> <li>• Manage performance and behaviours</li> <li>• Manage resources efficiently</li> </ul>		<ul style="list-style-type: none"> <li>• Have conversations with each other</li> <li>• Listen to each other</li> <li>• Openly engage, share information and knowledge</li> <li>• Give honest and regular feedback</li> <li>• Have a ‘how can we?’ approach</li> </ul>		<ul style="list-style-type: none"> <li>• Safety is part of what we do every day</li> <li>• Understand our roles and our contribution</li> <li>• Hold each other to account</li> <li>• Achieve results</li> <li>• Build capability</li> <li>• Test ideas and learn from our mistakes</li> <li>• Find better, simpler ways to do things</li> <li>• Deliver a great service to our customers</li> </ul>	
TEAMWORK		PERFORMANCE		LEADERSHIP	
<ul style="list-style-type: none"> <li>• Contributions encouraged by individuals and teams</li> <li>• We treat each other with respect</li> <li>• Build trusting relationships</li> <li>• We empower and support each other</li> <li>• We support people having a go</li> <li>• We recognise and celebrate achievements</li> </ul>		<ul style="list-style-type: none"> <li>• Safety is part of what we do every day</li> <li>• Understand our roles and our contribution</li> <li>• Hold each other to account</li> <li>• Achieve results</li> <li>• Build capability</li> <li>• Test ideas and learn from our mistakes</li> <li>• Find better, simpler ways to do things</li> <li>• Deliver a great service to our customers</li> </ul>		<p>We all affect outcomes, and lead through our actions and behaviours</p> <p><b>CCRC LEADERS WILL:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate visible leadership</li> <li>• Think of the whole organisation when making decisions</li> <li>• Provide clear directions</li> <li>• Manage performance and behaviours</li> <li>• Manage resources efficiently</li> </ul>	

\*The corporate values were developed following a culture values assessment survey conducted with employees. The top 10 values the culture values assessment revealed what employees wanted to see practiced in the organisation to create the ideal culture. The development of the three core values and supporting key commitments has been as a result of a comprehensive process of engagement with employees.

# ABOUT OUR OPERATIONAL PLAN

The Operational Plan is an annual document which outlines activities and actions Council will undertake for the financial year in accordance with the adopted Budget.

These activities and actions directly align to Council's 2021-2025 Corporate Plan strategies and overall themes:

- Community: Our People
- Economy: Our Future
- Infrastructure: Our Built Environment
- Region: Our Natural Environment
- Organisation: Our Leadership and Our Team

Council's 2021-2025 Corporate Plan sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by Council are established based on the goals and outcomes identified in the Corporate Plan.

At the end of each financial year Council's overall performance against the Operational Plan and its success in addressing the outcomes of the Corporate Plan are reported to the community via the Annual Report.

## MEASURING PERFORMANCE

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

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

## MANAGING RISK

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



# OUR KEY GOALS AND STRATEGIES

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

They are designed to support the culture of the organisation, its approaches and what is most important.

In the development of this Plan we have reviewed and renewed our corporate goals in line with Council's new direction and organisational culture.

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

'To provide great experiences, deliver value and create a sustainable future for our community.'



# OUR PURPOSE

The Cassowary Coast Regional Council has multiple roles in providing great experiences, delivering value and creating a sustainable future for our community.

These are:



## ADVOCATE

Promoting the interests of the community to other decision makers and influencers.



## PARTNER

Forming partnerships and strategic alliances with other parties in the interest of the community.



## FACILITATE

Assisting others to be involved in activities by bringing groups and interested parties together.



## PROVIDE

Delivering services.



## FUND

Funding other organisations to deliver services.



## REGULATE

Regulating activities through local law or policy.



# COMMUNITY *Focused on 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			
				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 2025-2030.	Governance Risk and Performance		•		
2	Facilitate the implementation of Council's internal Communications Strategy to continue to strengthen organisational culture.	Consistent, timely and equitable access of information for all staff including identification and development of internal communication champions.	Community and Engagement	•	•	•	•
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	•	•	•	•
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	•			
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		•		•
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	•	•	•	•
7	Facilitate a review of maintenance programs for Council's top five public interest asset classes (Unsealed Road, Precincts, Boat Ramps, Parks, Drainage)	Programs developed, implemented, and made publicly available.	Infrastructure Services			•	•
8	Facilitate the review of Council's Levels of Service to ensure they are sustainable, have identified key performance indicators, align with community expectations and Council's ability to finance.	Council's Service levels are made publicly available following review.	Governance Risk and Performance				•
9	Provide planning to allow Council to respond to unexpected events and situations and ensure continuity of delivery of Council operations.	Business Continuity Plans reviewed for all divisions and presented to Council for consideration.	Governance Risk and Performance			•	
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 Emergence Response Procedures (ERP).	Executive Leadership Team			•	
11	Facilitate monthly meetings with multi-agency attendance providing a forum for information sharing, networking and addressing priority issues such as housing, youth and domestic violence.	Facilitate monthly meetings of the Cassowary Coast Community Sector Network Alliance.	Community Services	•	•	•	•



12	Regulate compliance with legislation and local laws to promote a safe and healthy community and environment.	Conduct a proactive inspection program and respond to customer requests efficiently to gain long term outcomes.	Regulatory Services	.	.	.	.
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	.	.	.	.
14	Facilitate the growth of volunteer capacity and capability within the Cassowary Coast.	Celebrate volunteerism during 2025 through Volunteer Week. Deliver governance and grant writing workshops for community/volunteer-led organisations.	Community Services			.	.
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		.	.	.
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	.		.	
17	Facilitate implementation of Councils Events Strategy 2024-2028 to continue building the Cassowary Coast as an events region to attract and enhance events.	Events "one-stop" webpage designed and delivered on Council's web site. Streamline Council's processes and procedures (red tape reduction). Develop and implement an Event Performance Measurement Framework.	Tourism and Events Development	.	.	.	.
18	Facilitate, develop, and support initiatives to grow our region's museums and cultural programs.	Participate in regional Historical Societies quarterly meetings and provide support for collaborative measures. Develop a Memorandum of Understanding between Council and the Cardwell Historic Society for the operation of the Cardwell Heritage Precinct.	Libraries and Museum Services	.	.	.	.
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	.	.	.	.
20	Provide programs and spaces that support the community's access to learning opportunities for all ages.	Support and deliver programs through Cassowary Coast Libraries including First Five Forever. Report on participation and feedback on the programs.	Libraries and Museum Services	.	.	.	.
21	Partner with Vocational Partnerships Group (VPG) to deliver the Regional University Study Hub (RUSH) at the Innisfail Library building to support students in the region to access higher education and training.	RUSH is established through the implementation of the Facility Use Agreement between Council and VPG. VPG will ensure that the facility is adequately staffed by persons with the necessary qualifications and certifications to properly operate the RUSH.	Community Services	.	.	.	.
22	Facilitate, develop, and implement youth priorities through the CCRC Youth Advisory Committee (YAC) which provides a platform for young people to communicate with Council on current and emergent themes impacting youth in the region.	Recruit casual vacancies on YAC. YAC Action Plan developed and implemented through meaningful and collaborative youth participation and engagement.	Community Services	.	.	.	.

# ECONOMY *Our Future*

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

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				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 operations. Provision of Annual Financial and Performance Reporting, including Audited Financial Reports.	Tourism and Events Development	•	•	•	•
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			•	
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	•	•	•	•
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				•
27	Provide sustainable management of financial resources through establishing a framework under which sound and sustainable financial decisions can be made and clear actions are detailed for financial sustainability to be managed.	Develop a Financial Sustainability strategy for Council which considers revenue, expenditure, cash flow and asset management to drive development of a Sustainability Framework.	Finance			•	
28	Partner with local businesses to establish Register of Prequalified Supplier arrangements to decrease operational administration for Council and suppliers engaging with Council and increase value for money outcomes.	Establish two Register of Prequalified Supplier (ROPS) arrangements for Plant and Truck Hire and Trades and Services.	Procurement	•			
29	Facilitate the progression of the Cardwell Tropical Mountain Bike Trails Project Stage Three - Pre-Construction and Work Packages (Financial Investment Decision).	Seek funding for Stage Three from the Federal Government's Regional Precincts and Partnerships Program – Stream One.	Tourism and Events Development			•	
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	•	•	•	•
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		•	•	
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	•		•	
33	Fund the consolidation of Council's Executive Reporting System (ERP) into one system, enabling efficiencies, and improved community interaction.	Upgrade Tech1 Ci Core suite to CiA including the upgrade of Councils customer relationship management system.	Information Communication and Technology		•		•

# INFRASTRUCTURE *Our Built Environment*

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

	Operation Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				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	•	•	•	•
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		•		
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			•	
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				•
38	Provide the Mission Beach CBD Revitalisation project to create a vibrant town center, breathing life back into Mission Beach for the enjoyment of our community and visitors.	Practical Completion of site works for the Mission Beach CBD Revitalisation Project.	Project Delivery				•
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	•			
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				•
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				•
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				•
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			•	
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			•	
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				•
46	Provide initiatives that transform Innisfail's Central Business District (CBD) into a vibrant and welcoming city loved by locals and adored by visitors. Whilst fostering a sense of community pride, ownership, and connection with the town's rich cultural heritage while fostering economic growth.	Completion of detailed design for Priority projects from the Innisfail CBD Masterplan. 1. City Gateways; and 2. Fitzgerald Esplanade.	Project Delivery			•	•
47	Provide renewal of critical stormwater infrastructure as informed by the prioritisation identified in Councils Stormwater Asset Management Plan.	Practical completion of the Callender Park (North Innisfail drainage catchment) stormwater renewal works.	Project Delivery		•		

	Operation Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				Q1	Q2	Q3	Q4
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				•
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	•	•	•	•



# 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.

	Operation Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				Q1	Q2	Q3	Q4
50	Provide effective and environmentally responsible services to ensure sustainable waste management practices in the community.	Implementation of new Cassowary Coast Kerbside Collection Contract.	Waste & Resource Recovery	•			
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		•		
52	Partner with small and medium businesses to transition to a circular economy model.	Implement a small and medium enterprise initiative that enables these enterprises to understand, transition and interact in a circular economy.	Economic Development				•
53	Provide greater opportunities to enable Cassowary Coast residents to participate in resource recovery.	Implement Kerbside collection of co-mingle recycling. Implement the 'Think Yellow' education campaign.	Waste & Resource Recovery			•	
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			•	
55	Facilitate the Strategic Framework for Waste & Resource Recovery throughout the Cassowary Coast.	Development of the four-year Waste & Resource Recovery Strategy 2025-2030 including community consultation.	Commercial Services				•
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				•
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				•
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			•	
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				•
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		•	•	•
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		•		
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		•		

	Operation Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				Q1	Q2	Q3	Q4
63	Facilitate a review of key responsibilities, lead agencies and identify and map biosecurity risk areas to support disaster response activities and protect the regions environmental values.	Provide a suit of documents and standard operating procedures as part of the Natural Assets Disaster Management and Recovery Plan for consideration by Council.	Natural Environment and Sustainability			•	
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		•		
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		•		
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			•	
67	Facilitate the development of a Mahogany Glider Conservation policy.	Development of policy and action plan for consideration by Council.	Natural Environment and Sustainability			•	
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				•



# ORGANISATION *Our Leadership and Our Team*

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

	Operational Initiative	Success Measure	Lead Department	Expected Work Undertaken			
				Q1	Q2	Q3	Q4
69	Provide a set of shared values and initiatives that maximise employee engagement and community interaction.	Facilitate embedding of refreshed values and behaviors with Council and employees and communication of details to the community. Facilitate pulse surveys to gauge effectiveness of actions to address priority items from employee engagement survey	People and Safety	.	.	.	.
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 organisation objectives.	Adopt Councils Workforce Plan 2025-2030 and implement strategies and tactics as detailed in the plan.	People and Safety	.	.	.	.
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	.		.	
72	Fund the development and provide support for highly capable leaders across Councils operations.	Deliver emerging and first-time leader training including continued professional development plans for leaders across the organisation.	People and Safety	.	.	.	.
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	.	.	.	.
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	.	.	.	.
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		.		.
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		.		.
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			.	.
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.	Sustain at least 18 apprenticeship/ traineeship roles subject to government funding. Maintain program supporting graduate roles in planning, finance, and engineering focused roles.	People and Safety	.	.	.	.

# INFORMING STRATEGIES AND PLANS

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

## COMMUNITY

- Customer Service, Communication and Engagement Framework
- Local Disaster Management Plan and Business Continuity Plans
- Events Strategy
- Service Catalogue
- Community Use of Assets Policy
- Reconciliation Action Plan
- Advocacy Plan

## ECONOMY

- Local Government Infrastructure Plan (LGIP)
- Planning Scheme Review
- Asset Rationalisation Strategy
- Information Services Strategy
- Activate Cassowary Coast policies
- Development Incentives
- Tourism Strategies
- Visitor Information Services Strategy
- Economic Development Strategy 2023-2033

## ORGANISATION

- Health and Safety Management Plans
- Strategic Workforce Plan
- Reconciliation Action Plan

## INFRASTRUCTURE

- Financial Sustainability Strategy
- Strategic Asset Management Plans
- Local Government Infrastructure Plan (LGIP)
- Planning Scheme and Planning Masterplans
- Drinking Water Quality Management Plan (DWQMP)
- Water Security Strategy
- Project Management Framework
- Unsealed Road Improvement Plan
- Trade Waste Management Plan
- Open Space Improvement Plan
- Enterprise Risk Management Framework
- Innisfail CBD Revitalisation Master Plan
- Mission Beach CBD Revitalisation Master Plan

## REGION

- Water Security Strategy
- Reef Guardian Action Plan
- Water Demand Management Strategy
- Waste Management Strategy
- Planning Scheme
- Water Loss Strategy
- Coastal Hazard Adaptation Strategy
- Biosecurity Plan








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