



Our plan for the future

An integrated Corporate Plan and Operational Plan
2025-2030



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Introduction

Welcome to our plan for the future.

This plan meets the legislative requirement for local governments to have a Corporate Plan and Operational Plan.

In 2024, Council decided to combine these plans into one succinct and integrated document, and to exceed a requirement in the *Local Government Act 2009* by extending the Plan to cover five years instead of just one year. This was done to improve strategic planning and communication about what Council is planning to do to meet community priorities and aspirations.

To develop this plan, Council adopted the FUTYR[®] strategic planning approach – a rigorous and robust integrated planning and reporting process aimed at improving community engagement, transparency and accountability. Decisions were based on extensive community engagement with more than 2,400 community members who participated in surveys, workshops and youth forums.

This plan describes their vision, desired outcomes, objectives and strategic priorities, and articulates what services, actions and key projects will be delivered by Council over the next five years to meet community needs.

Council will provide an annual report on progress against key actions and projects in this plan.

The plan will be reviewed and updated annually to ensure continued relevance in an ever-changing environment.



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 peoples for the contributions they make in building this community.

Executive Message

Cassowary Coast Regional Council is proud to present the 2025-2030 Integrated Corporate and Operational Plan, a strategic roadmap designed to align Council initiatives with community priorities.

This Plan marks a significant evolution from previous years, adopting an integrated approach that merges the Corporate and Operational Plans into a single, cohesive document. In accordance with the Local Government Act 2009, this innovative approach meets our statutory obligations.

Our vision, “Cassowary Coast: the Most Liveable Tropical Community,” reflects our deep pride in serving this unique region.

The commitment to serve our community is in the DNA of local government, and our Integrated Plan embodies this ethos. We have actively engaged with community through the 2024 MARKYT® community Scorecard, workshops, and ongoing consultations and feedback, ensuring that their voices shape our direction.

This Plan outlines clear deliverables across key strategic pillars: Healthy Communities, Liveable Places, Sustainable Environments, Thriving Economy, and Good Governance.

Whilst we recognise that Council does not have resources to address every community need or aspiration, and nor is it our remit, we will continue to advocate to all levels of government and partner with stakeholders and community to leverage opportunities and build resilience to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity.



Teresa Millwood
Mayor



Andrew Graffen
Chief Executive Officer

Cassowary Coast at a glance

The Cassowary Coast has stunning natural beauty and global ecological importance with two world heritage areas located within the region; the Great Barrier Reef and the Wet Tropics rainforest. It is one of the wettest, greenest and most beautiful places in Australia with emerald rainforest covering 48 percent of the region.

The region is named after the Southern Cassowary, a distinctive and endangered flightless bird that inhabits the rainforests. It is Australia's heaviest bird and one of the tallest, reaching up to 1.8 metres in height. Many plant species, especially those with big seeds, rely on the Southern Cassowary for seed dispersal and germination.

The original inhabitants of the Cassowary Coast area were the Bandjin, Warrgamay, Djiru, Girramay, Gulngay, Jirrbal and Mamu Aboriginal peoples. Aboriginal and/or Torres Strait Islander peoples now represent around 11 percent of the local population. Their continuing cultural connection with local lands and waters is recognised and celebrated.

Today, close to 30,000 people call Cassowary Coast home. They live in a mix of town, rural and coastal communities. The four main towns are Innisfail, Tully, Mission Beach and Cardwell, each with their own unique characteristics, charm, and welcoming, close-knit and supportive communities.

Around 3,257 businesses operate in the area. The most recognisable industries are tourism and primary industries. The Cassowary Coast is Australia's premier banana-growing region and a well-known cane-growing region. The ideal climate, coupled with the expansive natural assets, position these pillar industries for further growth into the future. Industry diversification is improving the region's economic resilience and sustainability.

The region is well connected to other parts of the nation via the Bruce Highway which passes through many of the region's townships. The Palmerston Highway provides connectivity with the Tablelands region and is its major goods transport route. The region can also be accessed by sea through the commercial port at Mourilyan Harbour, by air through one of three aerodromes, and by rail.

The Cassowary Coast offers a great lifestyle for residents and visitors. With kilometres of beautiful coastline to explore, there is an abundance of fishing spots, snorkelling reefs and sandy beaches to enjoy. The region showcases some of the best collections of Art Deco heritage and architecture in Australia and offers the closest access point to the Great Barrier Reef. Other popular attractions include Hinchinbrook and Dunk Islands, and Paronella Park. Key events include the Tropical Art Deco Festival, Feast of the Senses, Cardwell UFO Festival and various multi-sport events involving running, biking, rafting, kayaking and ocean paddling through some of the Cassowary Coast's most iconic terrains, including lush rainforest, palm-fringed beaches and roaring rivers.

The region's closeness to Cairns and Townsville add to its liveability and attraction for investors, retirees, families and tourists, many of whom have been seduced into staying after experiencing the relaxed outdoor lifestyle, the warm climate and spectacular scenery.



Healthy Communities



2023

ABS estimate

29,972

Population growth
up 1.2%
over 12 months



2033

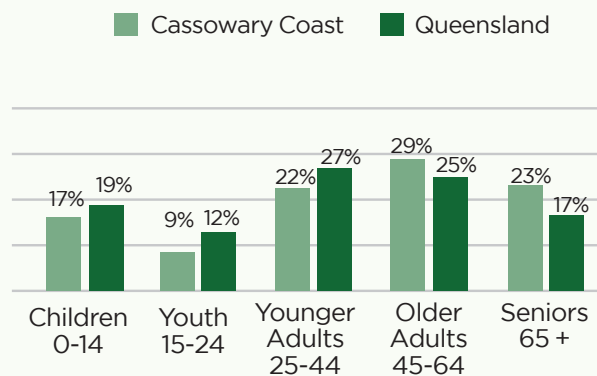
Target

35,966

CCRC 2023 target:
20% growth

Age Profile

2021, ABS Census



Median Age

2021, ABS Census



46

years

QLD: 38 year

Value of community grants issues

2023/24, Community Grants Program



\$273k

Library visitors

2023/24, CCRC



192,002

Profound or severe core activity limitation

2021, ABS Census
(excludes not stated)



7.6%

QLD: 6.4%

Households that speak a non-English language

2021, ABS Census
(excludes not stated)



11.3%

QLD: 14.1%

Aboriginal and/or Torres Strait Islander People

2021, ABS Census



11%

QLD: 4.6%

Volunteering

Among 15+ year olds
2021, ABS Census
(excludes not stated)



16.4%

QLD: 15.2%

Registered dogs

Total as of 30 June 2024



1,626

Sustainable Environments

Wet Tropics World Heritage Area

48%

of Cassowary Coast region

Reduction to landfill

2023/24

4.4%

Reduction over past 12 months

Renewable Energy

2023/24



1 mega solar installed on CCRC facilities

Liveable places

Planning and building applications

2023/24, CCRC

Number lodged



884

Value



\$85.2M

Housing diversity

Semi-detached house, townhouse, flat or apartment
2021, ABS Census
(excludes not stated)



11.3%

QLD: 24.3%

Typical house price

Sept 2024, HtAG*



\$484 k

QLD: \$690 k
Realestate Institute of Queensland, Sept 2023

Road network maintained

2023/24, CCRC



1,220km

Commune to work using public transport

Among employed persons aged 15+, 2021, ABS Census

(base excludes work from home, did not go to work and not stated)



4.5%

QLD: 5.7%

Footpaths

2023/24, CCRC



74km

Walk or cycle to work

Among employed persons aged 15+, 2021, ABS Census

(base excludes work from home, did not go to work and not stated)



6.2%

QLD: 4.4%

Thriving economy

Gross Regional Product

2023, NIEIR



\$1.95B

2023 target: \$2.2B
Up 4.4% over 12 months

QLD up: 2.4%
over 12 months

Top 5 industries of employment

2021, ABS Census (% of residents)



Agriculture, forestry
and fishing

21.7%

QLD: 2.7%



Health care and
social assistance

11.7%

QLD: 16.1%



Retail trade

9.1%

QLD: 9.7%



Education and
training

8.4%

QLD: 9.3%



Manufacturing

8.0%

QLD: 6.0%

Unemployment rate

March quarter 2024,
Australian Government:
Jobs and Skills Australia



3.9%

QLD: 4.1%

Local businesses

2023, NIEIR



3,257

Number of businesses

Completed year 12 or equivalent

2021, ABS Census

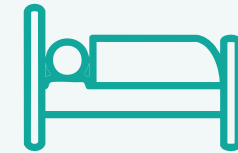


45%

QLD: 62%

Visitor nights

2022/23,
Tourism Research Australia



922,475

Up: 22% over 12 months



Our purpose

Cassowary Coast Regional Council meets the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity.

To fulfill our purpose, we adopt the following roles and responsibilities:



Lead

We actively engage with the community to create strategic visions and plans, and to make well-informed, ethical decisions to work towards achievement of these shared visions.



Provide

We build and maintain infrastructure and deliver services, events and information to meet local needs.



Facilitate

We facilitate community outcomes through grants, networking (bringing interested parties together) and other support.



Partner

We form partnerships and strategic alliances in the interest of the community.



Advocate

We are the voice for the community, seeking to inform and influence decisions in higher levels of government and other external organisations.



Conserve

We strive to preserve and enhance the natural environment and our built and cultural heritage.



Regulate

We comply with and enforce legislation, regulations, local laws and policies.



Our values

Our values guide the way we think and behave.



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.

Think global, act local

Priorities shift over time in response to what's happening globally, nationally, in our state and in our local area. To become the most liveable tropical community, Cassowary Coast Regional Council must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape.



Global priorities

Organisations like the United Nations, World Health Organization and World Trade Organization play key roles in addressing global challenges and promoting international cooperation.

Key agreements, plans and strategies include:

- Paris Agreement (2015)
- Agenda 21
- Sustainable Development Goals (SDGs)
- World Trade Organization (WTO) Agreements
- Glasgow Climate Pact
- Rio Declaration on Environment and Development
- Framework Convention on Climate Change
- Convention on the Rights of Persons with Disabilities (2006)
- WHO Global Strategy and Action Plan on Ageing and Health (2016)
- Convention on the Rights of the Child (1989)

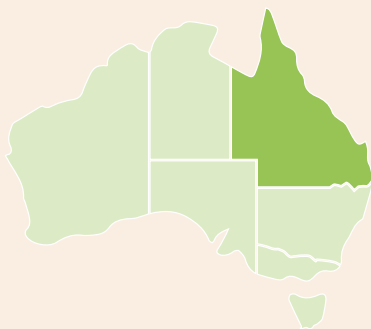
National priorities

The Federal Government plays a central role in managing national affairs and addressing issues that impact the country as a whole.

Key responsibilities include defence, foreign affairs, immigration, economic regulation, Medicare, welfare programs, higher education, national infrastructure, environmental protection, emergency management and Indigenous affairs.

Current priorities include:

- Easing cost of living pressures
- Building more homes for Australians
- Investing in a Future Made in Australia
- Strengthening Medicare and the care economy
- Broadening opportunity and advancing equality
- Aboriginal and Torres Strait Islander Australians
- Supporting the most vulnerable
- Support for small businesses
- Clean energy technologies
- Regional community infrastructure



State priorities

The State Government is responsible for primary, secondary and vocational education, public health, hospitals, state roads, public transport, police, law and order, economic development, tourism, land use planning, community services, public housing, and emergency services.

2024-25 budget priorities include:

- Helping Queenslanders with cost of living
- Developing a Community Safety Plan with an extra \$1.28 billion commitment to safety measure over 5 years
- \$4.4 billion uplift over 4 years to deliver quality health services
- \$3.1 billion investment in homes for Queenslanders
- \$203.1 million investment to kickstart the Good Jobs, Great Training: Queensland Skills Strategy 2024-2028
- Funding to support and preserve Queensland's natural environment.
- Queensland's big build, including \$107 billion 4-year capital program
- Investing \$7.1 billion in Brisbane 2032 Olympic and Paralympic Games venues infrastructure
- \$100 million over 3 years to support high priority disaster resilience and mitigation projects.



Local priorities

Local Government responsibilities include libraries, local roads, footpaths, water supply, sewerage, drainage, waste, recreation facilities, ovals and parks, environmental health management, animal control, planning and building approvals, and much more.

Local government also acts as a conduit for community concerns and priorities, providing a direct link between the community and higher levels of government.

Key priorities in the Cassowary Coast region include:

- Local roads
- Footpaths, trails and cycleways
- Community safety and crime prevention
- Health and community services
- Seniors' services
- Economic development
- Waste collection services
- Marine facilities
- Sustainability and conservation management



A place-based approach to addressing community priorities

There are four main townships in the Cassowary Coast region - Innisfail, Mission Beach, Tully and Cardwell - with many linking villages and hamlets.

Council is adopting a place-based approach to map and address local needs. This section describes the four main places, community priorities in each of these places and actions the Council will take to address local needs.

Innisfail and surrounds

Innisfail with an estimated population of 10,000 is the major service hub for the Cassowary Coast region. It has a wide range of shops including national retail outlets, government services and regional health and educational facilities, and one of the best collections of art deco buildings in Australia. Agriculture is the major economic driver with well-established banana, sugar cane and tropical fruit industries surrounding the town.

Tully and surrounds

Tully is one of the greenest and wettest towns in Australia. Established in the 1920s as a sugar town, the town is surrounded by sugar cane and banana plantations, and world-heritage rainforest. Landmarks include the scenic Mt Tyson, Tully Sugar Mill, and 7.9m Golden Gumboot. The Tully River is one of the best white-water rafting spots in Australia.

Mission Beach and surrounds

Mission Beach is a desirable tropical destination for residents and visitors known for its world-heritage rainforests, idyllic beaches, island getaways and adventure activities. Its four villages - Bingil Bay, Mission Beach, Wongaling Beach and South Mission Beach - are linked by 14km of palm-fringed beaches. The region is home to the endangered Southern Cassowary, a large and majestic bird living in the surrounding world heritage rainforest.

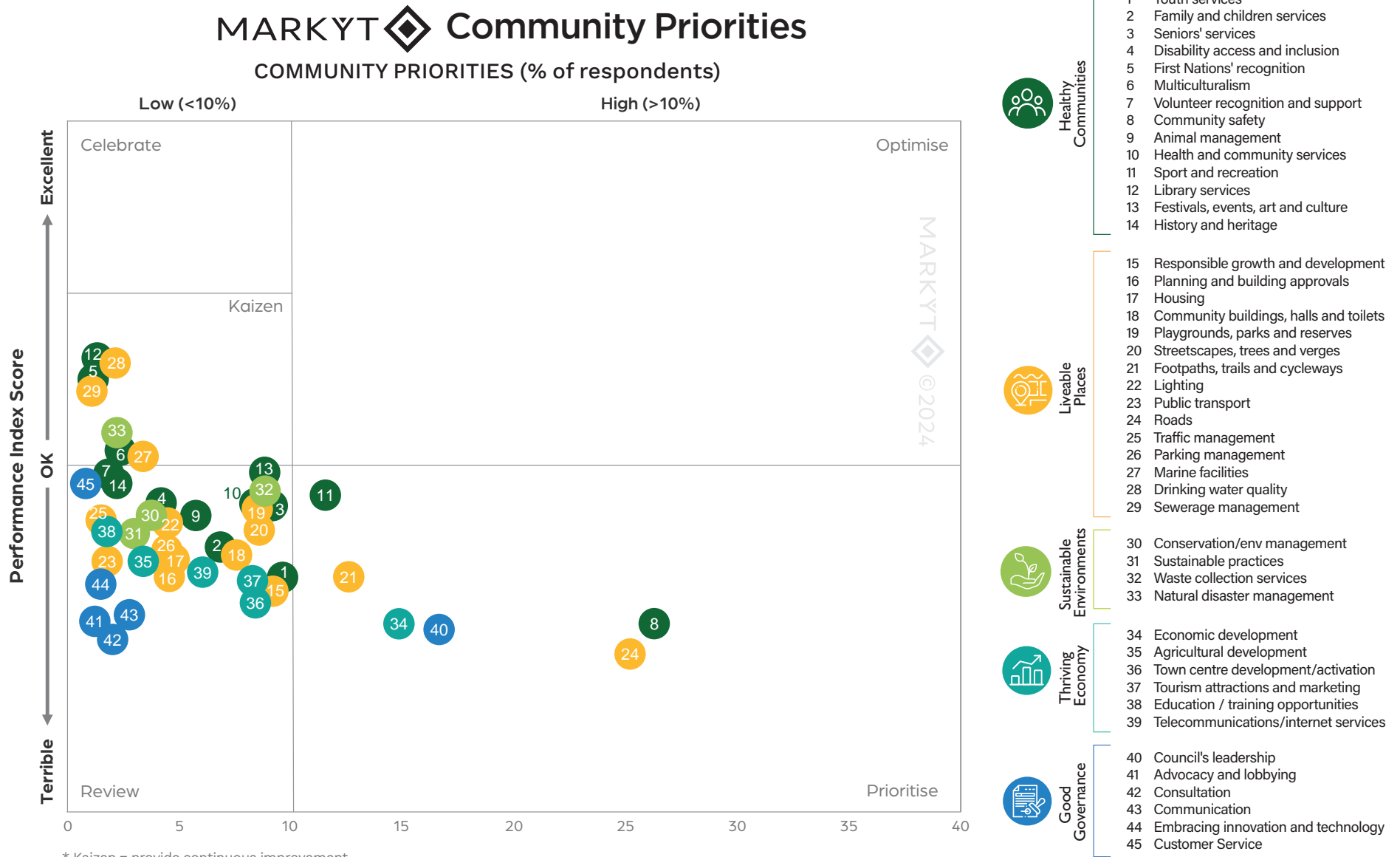
Cardwell and surrounds

Cardwell and Port Hinchinbrook are the gateway to Hinchinbrook Island, the biggest island national park in Australia, and Thorsborne Trail, one of the top wilderness walks in the world. The area is well known for its excellent fishing experiences. Cardwell offers a good range of services and shopping facilities, the Cardwell Country Club and nine-hole golf course, Cardwell Bush Telegraph Centre, Cardwell Art Gallery and the Giringun Aboriginal Art Centre.



Addressing key priorities in Innisfail and surrounds

In 2024, 2,140 community members completed a MARKYT® Community Scorecard to rate performance and map their priorities. In Innisfail and surrounds, the community is happiest with library services, recognition and respect for First Nations' peoples, quality of drinking water, and sewerage management. They would like Council to prioritise community safety and local roads.



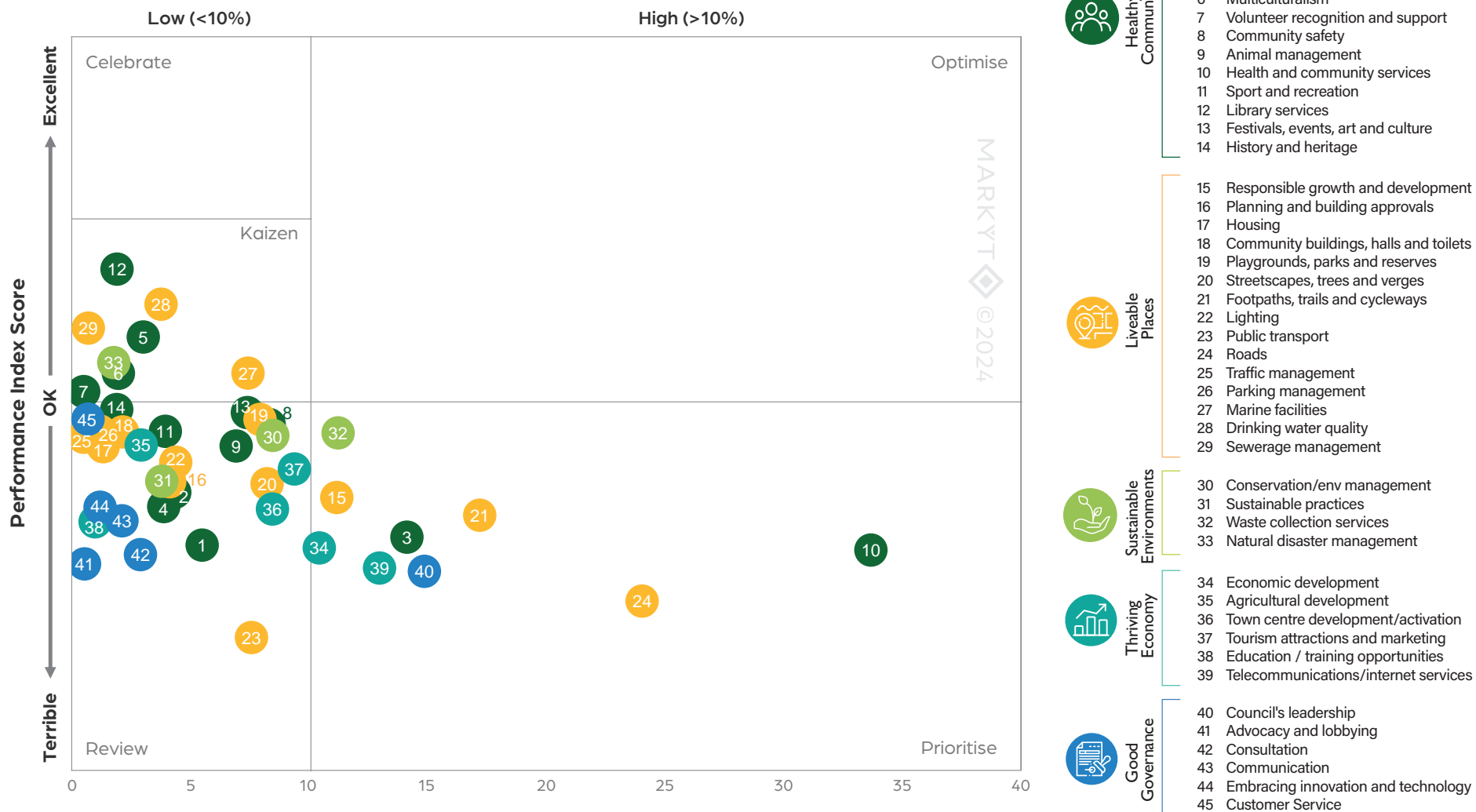
Strategic priorities	<p>Community safety</p> 	<p>Local roads</p> 
Community aspirations	<p>In response to concerns with safety, break-ins and disorderly behaviour, the community would like more police presence, security cameras and lighting, tougher penalties, strengthening of Neighbourhood Watch, and more youth and community programs.</p> <p>An overall upgrade of public areas is also suggested to make the area feel safer and more welcoming.</p>	<p>The Innisfail community would like improved road safety with a more responsive, effective and long-term approach to repairing and maintaining roads, especially potholes, upgrading unsealed roads to bitumen, and investing in wider roads and better drainage solutions.</p> <p>They would like the Council to explore innovative road construction and maintenance technologies suited to the local climate and conditions, and to provide clear communication to residents about maintenance plans and progress.</p>
Priority actions	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Collaborate with Queensland Police Service and community to review existing safety infrastructure and services and agree on key actions. • Facilitate increased awareness and participation in community safety programs, such as Neighbourhood Watch. • Facilitate and support the Youth Advisory Committee (YAC) to develop and deliver priority projects in the Youth Action Plan. 	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, including Bruce Highway, Palmerston Highway and Canecutter Way. • Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved. • Implement the Unsealed Roads Improvement Plan, including new grading techniques and better drainage management. • Publish and promote programs of prioritised maintenance works for roads and drains, to improve community awareness and ease of accessing information about planned works.
	See objectives 1 and 3.	See objective 9.

Addressing key priorities in Mission Beach and surrounds




In Mission Beach and surrounds, the community is happiest with library services, quality of drinking water, sewerage management, and recognition and respect for First Nations' peoples. Their main priorities are health services and local roads.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)

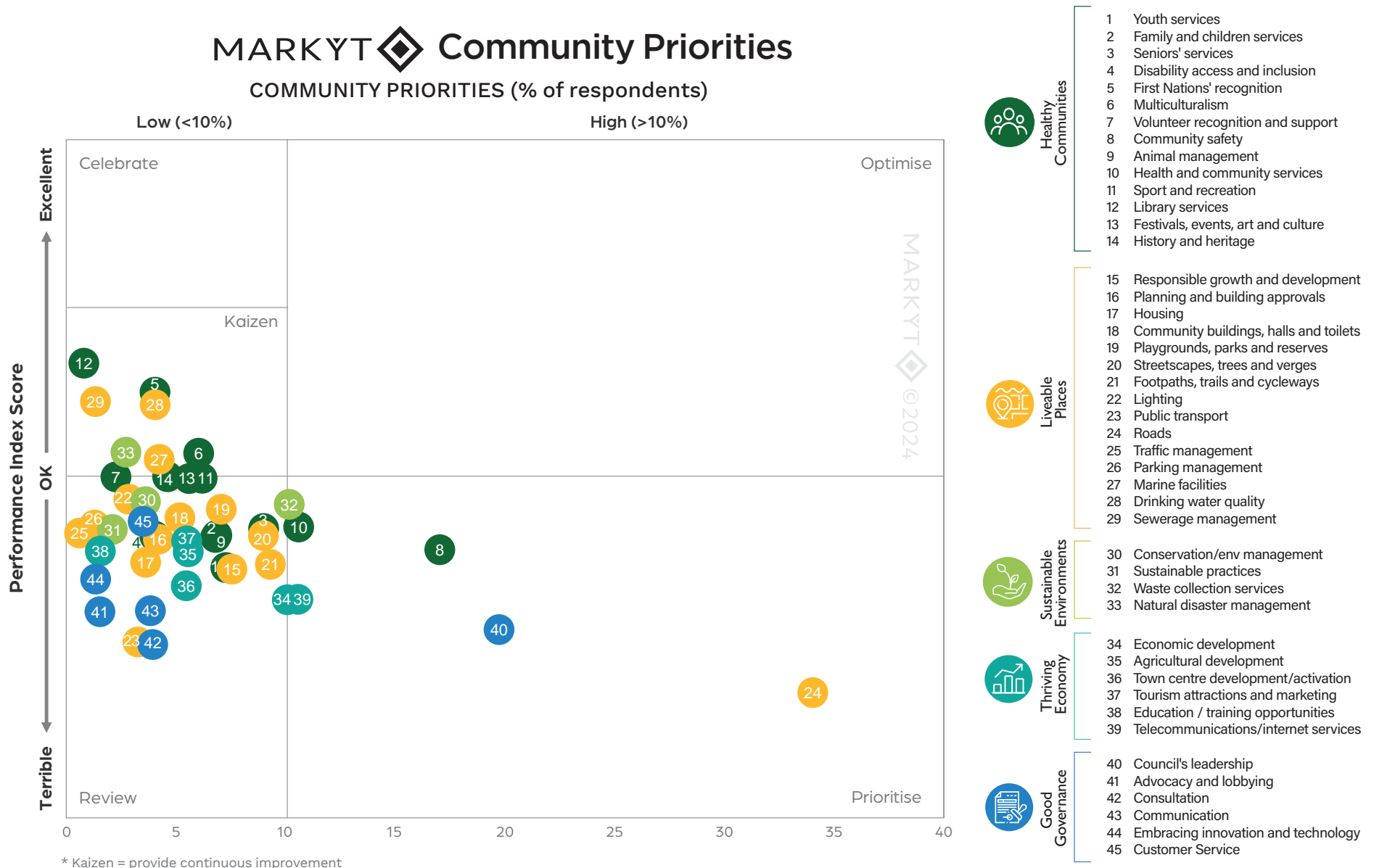






* Kaizen = provide continuous improvement

Strategic priorities	<p>Health services</p> 	<p>Roads</p> 
Community aspirations	<p>The community is concerned with a lack of medical services in Mission Beach, the need to travel significant distances to Tully, Innisfail or Cairns to access health and aged care, and extended wait times for a doctors appointment.</p> <p>They want Council to lobby for a fully equipped medical centre in Mission Beach with a full-time team of doctors and nurses, and to consider offering incentives to encourage doctors to move to the area, such as housing and financial support, or subsidised premises.</p>	<p>The Mission Beach community would like improved road safety with a more responsive, effective and long-term approach to repairing and maintaining roads, especially potholes, upgrading dirt roads to bitumen, and investing in wider roads and better drainage solutions.</p> <p>They want Council to implement a mobile app or other technology to streamline reporting and tracking of road issues, and to listen and respond to community needs.</p>
Priority actions	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Partner with other levels of government, health care and social assistance agencies and providers to investigate innovative business models to deliver health services in small, regional towns. • Advocate for improved access to health, disability, aged care and mental health services across the region. 	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, including Tully Mission Beach Road, Mission Beach El Arish Road and Bruce Highway. • Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved. • Implement the Unsealed Roads Improvement Plan, including new grading techniques and better drainage management. • Publish and promote programs of prioritised maintenance works for roads and drains, to improve community awareness and ease of accessing information about planned works.
	See objective 1.	See objective 9.

Addressing key priorities in Tully and surrounds

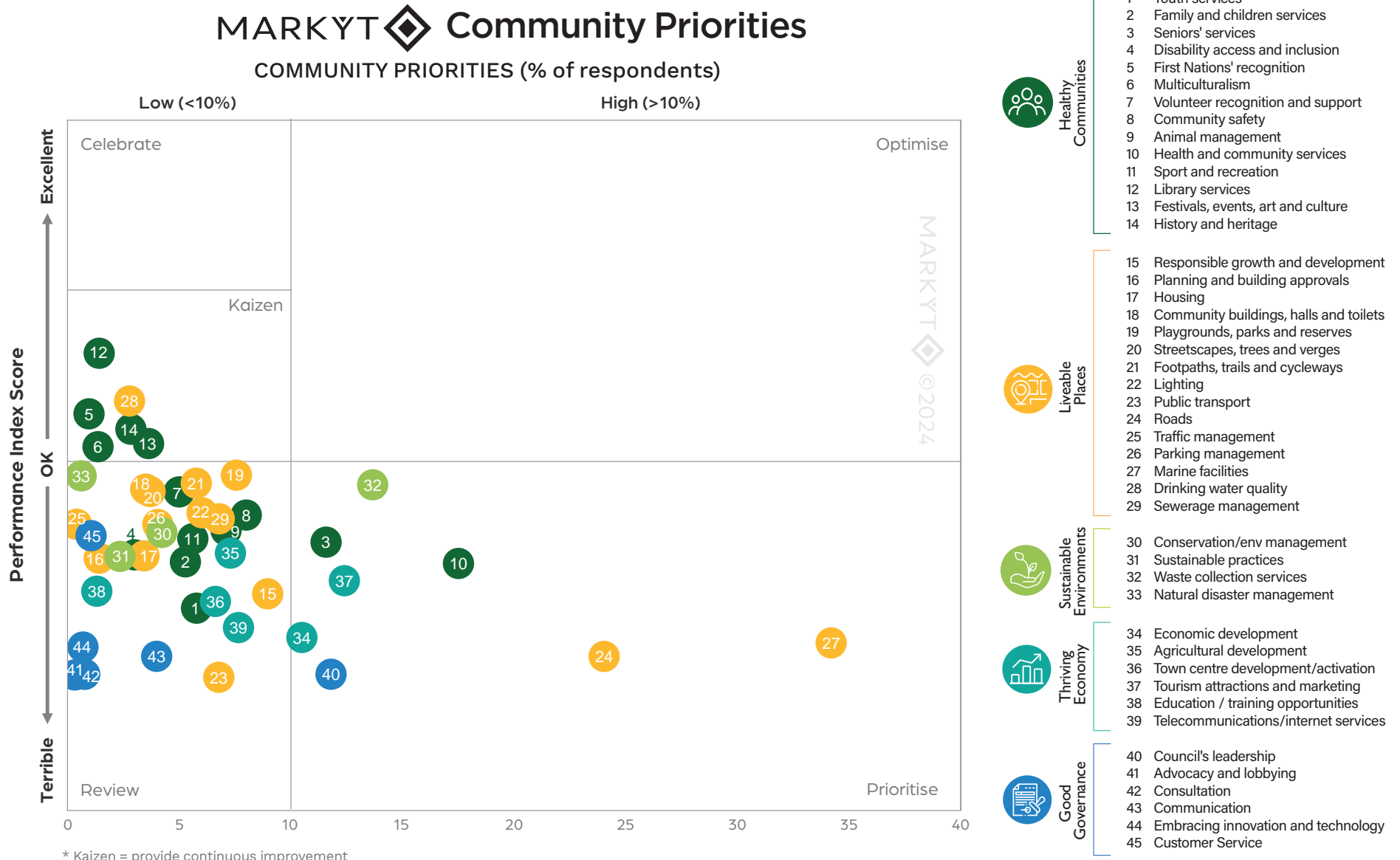
In Tully and surrounds, the community is happiest with library services, recognition and respect for First Nations' peoples, quality of drinking water, and sewerage management. Local roads are the top priority, followed by leadership and community safety.






Strategic priorities	Roads 	Leadership 	Community safety 
Community aspirations	<p>Being one of the wettest towns in Australia, the Tully community is aware that high rainfall exacerbates road damage and safety concerns.</p> <p>The local community wants a more responsive, effective and long-term approach to repairing and maintaining road, bridges and drainage that takes the wet conditions into account.</p>	<p>The Tully community would like Council to ensure good governance, sound financial management and effective communication.</p> <p>They would like more meaningful consultation, transparent communication, streamlined operations, and accountable decision making, along with a fairer rates system.</p>	<p>People in Tully and surrounds are concerned with drug and alcohol related issues, vandalism and violence.</p> <p>They would like more police, security cameras and lighting, strengthening of Neighbourhood Watch, more community and youth facilities and programs, and stronger penalties for offenders.</p>
Priority actions	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, including Tully Mission Beach Road, Tully Hull Road and Bruce Highway. • Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved. • Implement the Unsealed Roads Improvement Plan, including new grading techniques and better drainage management. • Publish and promote programs of prioritised maintenance works for roads and drains, to improve community awareness and ease of accessing information about planned works. 	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Provide professional development training in governance, decision making and public speaking for all elected members. • Develop a business case to adopt a quality management system to strengthen accountability to ratepayers and the community. • Consider remaining recommendations provided by the Rating Advisory Committee in relation to General Rates and Special Levies. 	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Collaborate with Queensland Police Service and community to review existing safety infrastructure and services and agree on key actions. • Facilitate increased awareness and participation in community safety programs, such as Neighbourhood Watch. • Facilitate and support the Youth Advisory Committee (YAC) to develop and deliver priority projects in the Youth Action Plan.
	See objective 9.	See objective 20.	See objectives 1 and 3.

Addressing key priorities in Cardwell and surrounds

In Cardwell and surrounds, the community is happiest with library services, quality of drinking water, and recognition and respect for First Nations' peoples. Marine facilities are the top priority, followed by local roads.



Strategic priorities	<p>Marine facilities </p>	<p>Roads </p>
Community aspirations	<p>The Cardwell community is calling for urgent action to dredge One Mile Creek and Port Hinchinbrook Marina. This is critical to enable boating access for the Coast Guard, tourism operators, commercial and recreational fishers, and boating enthusiasts, to help real estate values to recover, and to attract visitors to support local businesses.</p> <p>New or revamped boat ramps are also needed with better all weather, all tide access, and improved facilities and crocodile management.</p>	<p>People in Cardwell and surrounds are concerned with potholes and uneven road surfaces, the frequency of maintenance, and insufficient upgrades.</p> <p>They would like better road management practices, more frequent repairs, and significant infrastructure improvements, including wider roads and improved drainage to improve road safety, quality of life, tourism and economic benefits.</p>
Priority actions	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Advocate for a long-term dredging plan for One Mile Creek, Port Hinchinbrook. • Publish and promote the Boat Ramps Maintenance Program to improve community awareness and ease of accessing information about planned works. 	<p>To meet local needs, Council will:</p> <ul style="list-style-type: none"> • Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, including Bruce Highway. • Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved. • Implement the Unsealed Roads Improvement Plan, including new grading techniques and better drainage management. • Publish and promote programs of prioritised maintenance works for roads and drains, to improve community awareness and ease of accessing information about planned works.
	See objective 11.	See objective 9.

Our plan for the future

This section describes how Cassowary Coast Regional Council will meet broad and diverse community needs, with consideration for resource capacity. It outlines desired outcomes, objectives, services, priority actions and resources. Priority actions will be reviewed annually to adapt to social, environmental, economic and political trends and changing community needs.

	Healthy Communities	Liveable places
Outcomes	A healthy, active and inclusive community with a strong sense of identity, belonging and pride.	Financially sustainable, well built and maintain infrastructure and facilities enhance community safety, connectivity, and overall liveability.
Objectives	<ol style="list-style-type: none"> 1. Create safe and healthy communities by delivering and advocating for better services and facilities. 2. Strengthen our sense of identity and connection by growing appreciation for our rich heritage and participation in creative and cultural activities. 3. Deliver inclusive facilities and services for people of all ages and abilities. 4. Grow community capacity through grants, support and volunteering programs. 5. Encourage environmental health and animal management practices that make the area safer for residents, visitors and local businesses. 	<ol style="list-style-type: none"> 6. Plan for sustainable and responsible growth and development. 7. Plan and advocate for more diverse, affordable and sustainable housing. 8. Provide quality community facilities, parks and public open spaces. 9. Provide safe, reliable and financially sustainable transport networks. 10. Encourage greater use of active transport with improved paths and cycleways. 11. Improve marine facilities. 12. Provide and manage efficient, cost-effective water supply and sewerage infrastructure.
Services	Healthy communities covers all aspects of community health and wellbeing, from youth, family and seniors' services to access and inclusion, sport and recreation, art, culture and heritage, community safety, environmental health, animal management and volunteering.	Liveable places covers the built form, from planning and building services, to housing, streetscapes and verges, roads, drainage, footpaths, trails and cycleways, parks and playgrounds, community buildings, toilets, transport, parking, water supply and sewerage.

	Sustainable environments	Thriving economy	Good governance
Outcomes	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.	A strong, diverse and progressive economy, with vibrant town centres, thriving tourism destinations and good training and job opportunities for everyone.	A well governed community with and effective community engagement and effective community engagement.
Objectives	<ul style="list-style-type: none"> 13. Care for the long-term sustainability of regional biodiversity, waterways and wetlands, the natural environment and the Great Barrier Reef. 14. Minimise the impacts of biosecurity risks in the region, such as pests, diseases and weeds. 15. Prepare for climate adaptation and management of climate change hazards and risks, including storms, cyclones, flooding and fire. 16. Encourage the adoption of sustainable practices, including efforts to reduce waste and carbon emissions. 	<ul style="list-style-type: none"> 17. Drive local investment, economic growth and job creation. 18. Revitalise and activate town centres. 19. Develop and promote visitor experiences through strategic partnerships. 	<ul style="list-style-type: none"> 20. Deliver open and transparent leadership, governance and financial management. 21. Embrace innovation to drive improved community engagement, customer experiences and organisational effectiveness. 22. Provide a safe, inclusive and supportive work environment to attract and retain an engaged, diverse and capable workforce.
Services	Sustainable environments covers all aspects of natural resource management, from the beaches, rainforests, nature reserves, waterways and wildlife, to the management of waste, energy, water and natural disasters.	Thriving economy covers all aspects of economic development, including the development of town centres and village hubs, tourism, events and place activation, business support services, life-long learning, and library services.	Good governance covers all aspects of delivering effective local government from Council's leadership, financial, risk and asset management, and human resources through to community engagement, communications and customer service.



Healthy Communities

A healthy, active and inclusive community with a strong sense of identity, belonging and pride.



Objective 1. Create safe and healthy communities by delivering and advocating for better services and facilities.

Actions		Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
1.1	Develop a Community Safety Plan.		Community and Engagement	●				
1.2	Partner with stakeholders to deliver community safety services, including enabling Queensland Police Services to access Council CCTV infrastructure.		Community and Engagement; Facilities and Leasing	●	●	●	●	●
1.3	Collaborate with Queensland Police Service and community to review existing safety infrastructure and services and agree on key actions.		Community and Engagement; Regulatory Services	●	●			
1.4	Facilitate increased awareness and participation in community safety programs, such as Neighbourhood Watch.		Community and Engagement	●	●	●	●	●
1.5	Partner with other levels of government, health care and social assistance agencies and providers to investigate innovative business models to deliver health services in small, regional towns.	Advocacy Plan	Community and Engagement	●	●	●		
1.6	Advocate for improved access to health, disability, aged care and mental health services across the region.	Advocacy Plan	Community and Engagement	●	●			
1.7	Promote pro-active environmental health and local law approaches including food safety, environmental protection, illegal dumping investigations, event safety, animal management, regulating activities on Council land.		Regulatory Services	●	●	●	●	●

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
1.8 Support the management, maintenance and development of Council owned sport and recreation facilities and fields (including Castor Park, Goondi Sports Reserve, Pease Park, Callendar Park Precinct, Tully Showgrounds, Innisfail, Tully, Cardwell and Mission Beach Aquatic Centres).		Asset Maintenance; Facilities and Leasing	●	●	●	●	●
1.9 Partner with community, sport and recreation organisations to manage and maintain facilities they have taken ownership of through access to community infrastructure grant programs.		Facilities and Leasing	●	●	●	●	●
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.		Facilities and Leasing		\$	\$	\$	\$
1.11 Advocate for community use of school facilities (i.e. Tully State High School's multi-purpose centre)		Facilities and Leasing	●				
1.12 Collate data to assist in service level reviews of key facility services and renewal and upgrade asset management planning.		Facilities and Leasing	\$	\$			
1.13 Development of a Regulatory Services 3-year Plan identifying improvement to current deliverables and resources required, identifying resources, aims and objectives.		Regulatory Services	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 2. Strengthen our sense of identity and connection by growing appreciation for our rich heritage and participation in creative and cultural activities.

Actions		Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
2.1	Coordinate the First Nations People Advisory Committee.		Community and Engagement	●	●	●	●	●
2.2	Collaborate with community partners to develop and deliver multicultural events, including NAIDOC Week and Reconciliation Week, and activities hosted by Cassowary Coast Library and Museum Services.		Community and Engagement	●	●	●	●	●
2.3	Provide citizenship ceremonies.		Office of the Mayor	●	●	●	●	●
2.4	Coordinate the Cassowary Coast Australia Day Awards program.		Community and Engagement	●	●	●	●	●
2.5	Preserve and maintain the heritage listed Innisfail Shire Hall to provide community services and support events.		Community and Engagement; Facilities and Leasing	●	●	●	●	●
2.6	Actively collect and preserve the region's rich history and heritage through the Local Heritage Collection and collaboration with local Historical Societies.		Community and Engagement	●	●	●	●	●
2.7	Maintain The 'Con' Theatre (Innisfail Conservatorium) and collaborate with stakeholders to develop a community group to manage venue activation and use.		Community and Engagement; Facilities and Leasing	●	●	●	●	●
2.8	Deliver Cassowary Coast Library and Museum Services.		Community and Engagement	●	●	●	●	●
2.9	Deliver the Regional Arts Development Fund in collaboration with Arts Queensland, the RADF Advisory Committee and community.		Community and Engagement	●	●			
2.10	Develop and implement a Stretch Reconciliation Action Plan 2025-2028. This is the third stage plan in Reconciliation Australia's framework.		Community and Engagement	●	●	●		
2.11	Collaborate with First Nations corporations to attract funding to grow the Cassowary Coast Indigenous Arts and Culture Expo.		Community and Engagement	●				

● Resourcing or funding secured

§ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
2.12 Review the 2019 Cassowary Coast Art Deco Strategy and incorporate: <ul style="list-style-type: none"> 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. 	Innisfail CBD Revitalisation Master Plan; Art Deco Strategy	Community and Engagement		\$			
2.13 Develop a Public Art and Interpretation Policy and Strategy.	Art Deco Strategy	Community and Engagement			\$		
2.14 Develop a Library and Museums Strategy and Implementation Plan.		Community and Engagement		\$			

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 3. Deliver inclusive facilities and services for people of all ages and abilities.

Actions		Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
3.1	Facilitate community services such as youth, sport and recreation, and access and inclusion.		Community and Engagement	●	●	●	●	●
3.2	Research supply and demand for childcare, family daycare and after school care to develop an advocacy position for Council to adopt.		Community and Engagement	●				
3.3	Prepare a business case to tender Council land in Mission Beach for long day care services.		Facilities and Leasing			●		
3.4	Facilitate and support the Youth Advisory Committee (YAC) to develop and deliver priority projects in the Youth Action Plan.	Youth Action Plan	Community and Engagement	●	●	●	●	●
3.5	Maintain youth, children and family facilities, including skate parks, pump tracks and Mission Beach Splash Pad.		Asset Maintenance	●	●	●	●	●
3.6	Partner with Vocational Partnerships Group to deliver the Cassowary Coast University Centre to support students in the region to access higher education and training.		Community and Engagement	●	●	●	●	●
3.7	Deliver seniors' services and programs, including Tech Savvy Seniors in CCRC Libraries and Seniors Month events.		Community and Engagement	●	●	●	●	●
3.8	Advocate for increased supply of aged care facilities, retirement villages and low-maintenance units for seniors across the region	Local Housing Action Plan 2024	Office of the Mayor	●	●			
3.9	Review and implement a Disability Access and Inclusion Plan and subsequent asset upgrade plans for improvements of public amenities and community facilities.	Disability Access and Inclusion Plan	Community and Engagement; Facilities and Leasing	\$	\$	\$	\$	

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
3.10 Develop and maintain the Accessibility Directory, an online listing of places, businesses and facilities with universal access.		Community and Engagement	●	●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required

Objective 4. Grow community capacity through grants, support and volunteering programs.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
4.1 Deliver the Community Grants and Support Program.		Community and Engagement	●	●	●	●	●
4.2 Develop a performance measurement framework to use annually to evaluate and report on the effectiveness of the Community Grants and Support Program.		Community and Engagement; Facilities and Leasing	●				
4.3 Deliver governance and grant writing workshops for community and volunteer-led organisations.		Community and Engagement	●	●	●	●	●
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.		Community and Engagement	●	●	●	●	●
4.5 Develop a program to help community organisations to attract and retain volunteers to grow their capacity to deliver services.		Community and Engagement	●				
4.6 Celebrate volunteers through Volunteer Week.		Community and Engagement	●	●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required

Objective 5. Encourage environmental health and animal management practices that make the area safer for residents, visitors and local businesses.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
5.1 Deliver environmental health services, including regulation of dust, smoke, noise, light, odour and other emissions.		Regulatory Services	●	●	●	●	●
5.2 Develop a Domestic Animal Management Plan.		Regulatory Services		●			
5.3 Deliver animal management services, including off-leash dog areas, ranger patrols, pound, complaint investigations, and community education on responsible animal ownership.		Regulatory Services	●	●	●	●	●
5.4 Advocate for improved access to animal welfare services (desexing programs, animal welfare checks etc).		Regulatory Services	●	●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required



Liveable places

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



Objective 6. Plan for sustainable and responsible growth and development.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
6.1 Deliver planning and development services.		Planning and Development	●	●	●	●	●
6.2 Review and adopt a new Planning Scheme in consultation with the community.		Planning and Development	\$	●			
6.3 Advocate for relevant Queensland Government departments to convert reserve land to freehold land as part of Council's divestment strategy as trustees of State land or for Council to resign as trustee of reserve land and enable improved management by relevant government agency.		Facilities and Leasing	●	●	●		
6.4 Advocate for development of the Port of Mourilyan industrial precinct to secure regional investment, economic growth and job creation.		Planning and Development	\$				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 7. Plan and advocate for more diverse, affordable and sustainable housing.

Actions		Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
7.1	Deliver planning and building services, including applications for new homes, secondary dwellings and home improvements.		Planning and Development	●	●	●	●	●
7.2	Advocate for State Government to provide sufficient social housing to meet local needs.		Office of the Mayor	●	●	●	●	●
7.3	Review short-term and transitional housing needs to support the Pacific Australia Labour Mobility scheme. This scheme enables eligible businesses to hire workers from 9 Pacific islands and Timor-Leste when there are not enough local workers available.	Local Housing Action Plan 2024-2029	Community and Engagement; Planning and Development	●				
7.4	Divest Council-owned housing stock to relevant State Government Department or Registered Community Housing Provider (RCHP) to successfully maintain tenancies and infrastructure.	Local Housing Action Plan 2024-2029	Facilities and Leasing	●	●			
7.5	Review Council's Development Incentive Scheme.	Local Housing Action Plan 2024-2029	Planning and Development		●			
7.6	Review existing land holdings, including those held by State, Federal and local government, for residential or emergency housing uses.	Local Housing Action Plan 2024-2029	Planning and Development			●		
7.7	Investigate opportunities to grow housing diversity and supply through secondary dwellings on existing blocks, mixed use development and other options.	Local Housing Action Plan 2024-2029	Planning and Development			●		
7.8	Provide local master planning in areas at risk of severe natural disasters and adverse climate events to prioritise the development of resilient infrastructure and emergency response systems.	Local Housing Action Plan 2024-2029	Planning and Development				●	

● Resourcing or funding secured

§ Additional operating or capital budget required

Objective 8. Provide quality community facilities, parks and public open spaces.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
8.1 Maintain 327 hectares of parks and public open spaces.		Asset Maintenance	●	●	●	●	●
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.		Natural Environment and Sustainability	●	●	●	●	●
8.3 Maintain appropriate dog off-leash areas throughout the region.		Regulatory Services	●	●	●	●	●
8.4 Facilitate community management and optimal use of facilities such as Innisfail Shire Hall, Pease Park (Innisfail Showgrounds), Tully Showgrounds and Grandstand, Callendar Park and local community halls.		Facilities and Leasing	●	●	●	●	●
8.5 Implement new lease and user agreements and transfer ownership of buildings to users at Tully Showgrounds.	Tully Showgrounds Masterplan	Facilities and Leasing	●	●	●		
8.6 Collaborate to transition Tully Grandstand to a collective user management group (including education and operational access systems to enable community management).	Tully Showgrounds Masterplan	Facilities and Leasing	\$	\$	\$		
8.7 Commence planning and scoping of future infrastructure improvements at Tully Showgrounds and identify funding strategies.	Tully Showgrounds Masterplan	Facilities and Leasing			●	\$	
8.8 Review and agree on outstanding projects to complete implementation of the Warrina Lakes Strategic Master Plan.	Warrina Lakes Strategic Master Plan 2022	Asset Engineering	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
8.9 Install iconic park entry signage at Banyan Park.	Banyan Park Beautification Plan	Project Delivery	\$				
8.10 Provide a district-level play space and amenities at Banyan Park, following community consultation of detailed design.	Banyan Park Beautification Plan	Project Delivery	●	\$			
8.11 Plant an avenue of trees in Banyan Park.	Banyan Park Beautification Plan	Project Delivery			\$		
8.12 Guided by the Open Space Strategy, complete asset condition reports for local parks, playgrounds and open space, prioritise required works, and make this information publicly available and easy to access.	Open Space Strategy	Asset Maintenance	●	●	●	●	●
8.13 Service and maintain public toilets.		Facilities and Leasing	●	●	●	●	●
8.14 Investigate and develop a strategy for the commercial use of Council land including stationary vending, roadside stalls, tourism operations, etc.	Commercial Use of Council Land Strategy	Regulatory Services	●				
8.15 Manage Innisfail, Tully and Cardwell cemeteries.		Asset Maintenance	●	●	●	●	●
8.16 Investigate the establishment of a new memorial garden of reflection in Mission Beach.	Cassowary Coast Cemeteries Strategy	Asset Maintenance	\$				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 9. Provide safe, reliable and financially sustainable transport networks.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
9.1 Maintain 1,220km of council-controlled roads, 166 bridges, drainage and 139 major road culverts.		Asset Maintenance	●	●	●	●	●
9.2 Advocate for the State Government to increase funding for road upgrades and maintenance to improve road safety, with a focus on: <ul style="list-style-type: none"> Tully Mission Beach Road, including flood mitigation El Arish Mission Beach Road Tully Hull Road Bruce Highway Canecutter Way Palmerston Highway 	Advocacy Plan	Office of the Mayor	●	●	●		
9.3 Advocate for Department of Transport and Main Roads to deliver strategic infrastructure to establish Innisfail Transport Hub and to expand opportunities for Innisfail Aerodrome and Port of Mourilyan.	Advocacy Plan	Office of the Mayor	●	●	●	●	●
9.4 Seek funding for a staged upgrade of Bowen Street, Cardwell.		Asset Engineering	●				
9.5 Complete a Service Area Review for road construction and maintenance, considering material, cost, quality and efficiency to determine how service delivery could be improved.		Asset Engineering	●				
9.6 Implement remaining initiatives in the Unsealed Roads Improvement Plan, including new grading techniques and better drainage management.	Unsealed Roads Improvement Plan 2022	Asset Maintenance	●	●			
9.7 Fund and seal high priority unsealed roads in the Shire's unsealed road network.		Asset Engineering	\$		\$		\$

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions		Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
9.8	Prioritise identified hotspots in the Shire's unsealed road network.		Asset Engineering		\$		\$	
9.9	Publish and promote programs of prioritised maintenance works for roads and drains, to improve community awareness and ease of accessing information about planned works.		Asset Maintenance		●			
9.10	Maintain road markings, parking bay lines and signage so they provide clarity and contain up to date information.		Asset Maintenance	●	●	●	●	●
9.11	Facilitate the Speed Management Advisory Committee and Traffic Management Advisory Committee.		Asset Engineering	●	●	●	●	●
9.12	Seek to partner with the State Government to complete public transport needs analysis for people travelling to, from and within the Cassowary Coast region.		Asset Engineering; Community and Engagement			●		
9.13	Review the Transport Asset Management Plan to facilitate safe, effective, and efficient movement of people and goods throughout the region.		Asset Engineering	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 10. Encourage greater use of active transport with improved paths and cycleways.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
10.1 Build and maintain footpaths and cycleways as scheduled in the Capital Works Program.		Asset Maintenance	●	●	●	●	●
10.2 Improve pedestrian crossings and the alignment of kerb ramps in Tully CBD.	Tully Walking Network Plan	Asset Engineering		\$			
10.3 Construct the missing footpath connection on Butler Street in Tully between Bruce Highway and Queensland Rail Line.	Tully Walking Network Plan	Asset Engineering			\$		
10.4 Review design and construct a roundabout at Butler/Bryant Street intersection in Tully to improve community safety.	Tully Entry Experience: Butler Street	Asset Engineering		\$			
10.5 Improve pedestrian crossing at the Owen Street and Lily Street intersection.	Innisfail Walking Network Plan	Asset Engineering	\$				
10.6 Construct raised pedestrian crossing on Grace Street adjacent to the roundabout with Ernest Street	Innisfail Walking Network Plan	Asset Engineering		\$			
10.7 Develop a Mission Beach and Bingil Bay Walking and Cycling Network Plan.		Asset Engineering		●			
10.8 Develop a Cardwell Walking and Cycling Network Plan.		Asset Engineering			●		
10.9 Identify missing links in the regional walking and cycling network and develop strategic walking and cycling network plans to address.		Asset Engineering				\$	

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 11. Improve marine facilities.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
11.1 Manage and maintain local boat ramps, wharfs and jetties.		Asset Maintenance	●	●	●	●	●
11.2 Advocate for State Government to fund and deliver a long-term dredging plan for One Mile Creek, Port Hinchinbrook.		Office of the Mayor	●	●			
11.3 Publish and promote the Boat Ramps Maintenance Program to improve community awareness and ease of accessing information about planned works.		Asset Maintenance	●				
11.4 Review the Indigenous Land Use Agreement (ILUA) for Clump Point to consider allowing additional carparking and marine facilities.		Infrastructure Services			●		
11.5 Introduce on-site management of Clump Point during peak periods.		Regulatory Services	●	●			
11.6 Deliver an upgraded car park and launching facility at Kurrimine Beach boat ramp upon completion of DTMR works.		Asset Engineering	●	●			
11.7 Advocate for improved marine facilities at Cowley Beach.		Office of the Mayor		●	●		

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 12. Provide and manage efficient, cost-effective water supply and sewerage infrastructure.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
12.1 Service and maintain approx. 814km of water mains to deliver potable water.		Water and Wastewater	●	●	●	●	●
12.2 Advocate for a long-term forward planning and funding program to meet water and sewerage infrastructure needs.	Advocacy Plan	Office of the Mayor	●	●	●		
12.3 Develop a Water Security Strategy to understand future requirements for new supplies, expansion of existing supplies and changing demand profiles to be considered in the context of a changing climate.		Water and Wastewater	●				
12.4 Implement Council's Leak Reduction Strategy.		Water and Wastewater	●	●	●	●	●
12.5 Continue to roll out the Smart Meter Program across the region to access accurate data on water usage.		Water and Wastewater	\$	\$	\$		
12.6 Provide sewerage services through local sewerage schemes.		Water and Wastewater	●	●	●	●	●
12.7 Assess community support for reticulated sewerage infrastructure options in Cardwell.	Advocacy Plan	Community and engagement	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required





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.

Objective 13. Care for the long-term sustainability of regional biodiversity, waterways and wetlands, the natural environment and the Great Barrier Reef.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
13.1 Coordinate natural environment and sustainability working groups and committees.		Natural Environment and Sustainability	●	●	●	●	●
13.2 Deliver coastal, terrestrial, waterways and species focused rehabilitation programs, including: <ul style="list-style-type: none"> • Revegetation or restoration work on council land. • 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 Guardian programs. • Support Tropical Tree Day (Planet Ark's National Tree Day). 		Natural Environment and Sustainability	●	●	●	●	●
13.3 Advocate for a Wet Tropics Centre of Excellence to be established in the Cassowary Coast region to research and preserve the Wet Tropics World Heritage Area, deemed to be of Outstanding Universal Value.		Natural Environment and Sustainability	●	\$	●	●	●
13.4 Collaborate with the Australian Government's Cassowary Recovery Team to prepare a Local Recovery Plan for the Southern Cassowary to support the new national plan.	National Recovery Plan for the Southern Cassowary	Natural Environment and Sustainability	\$				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
13.5 Collaborate in developing a Mahogany Glider local recovery plan to support the national plan.		Natural Environment and Sustainability		\$			
13.6 Develop and implement a Natural Environment and Sustainability Strategy framework, in consultation with stakeholders.		Natural Environment and Sustainability	●				
13.7 Review the Greater Mission Beach Area Foreshore Management Plan 2015-2035.	Greater Mission Beach Area Foreshore Management Plan	Natural Environment and Sustainability					\$
13.8 Develop an ETTY Bay Foreshore Management Plan.	Coastal Hazard Adaptation Strategy	Natural Environment and Sustainability		\$			
13.9 Develop a Hull Heads and Tully Heads Foreshore Management Plan.	Coastal Hazard Adaptation Strategy	Natural Environment and Sustainability	\$				
13.10 Review the Cardwell Foreshore Management Plan.	Coastal Hazard Adaptation Strategy; Cardwell Foreshore Management Plan	Natural Environment and Sustainability			\$		

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
13.11 Develop a Flying Fish Point Foreshore Management Plan.	Coastal Hazard Adaptation Strategy	Natural Environment and Sustainability				\$	
13.12 Implement Cowley and Kurrimine Beach Foreshore Management Plan.		Natural Environment and Sustainability	\$				
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.	Reef 2050 Long Term Sustainability Plan	Natural Environment and Sustainability	\$	●	●	●	●
13.14 Collaborate with the Great Barrier Reef Marine Park Authority to review and update CCRC's Reef Guardian Council Action Plan to address local threats to the Great Barrier Reef.	Reef Guardian Council Action Plan 2023	Natural Environment and Sustainability				●	
13.15 Develop a Bushland Reserve Management Policy.		Natural Environment and Sustainability	●				
13.16 Facilitate Traditional Owner working on country programs.		Natural Environment and Sustainability	●	●	●	●	●

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
13.17 Develop and implement a traditional custodians / community groups land management framework (IPA).	Advocacy Plan; Unsealed Roads Improvement Plan; Reef 2050 Long Term Sustainability Plan	Natural Environment and Sustainability	●				
13.18 Advocate to address impacts of road and drainage sediment run-off and nutrient enrichment of groundwater and subsoils as part of the LGAQ Cleaner Roads Runoff Project.		Natural Environment and Sustainability	●	●	●	●	●
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.		Natural Environment and Sustainability	\$	\$	\$		
13.20 Review the operations of Council's native plant nurseries to meet safe and efficient horticultural practices.		Asset Maintenance	●	●	●	●	●

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 14. Minimise the impacts of biosecurity risks in the region, such as pests, diseases and weeds.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
14.1 Partner with the Natural Assets Management Advisory Committee (NAMAC) to finalise and implement the Cassowary Coast Local Area Biosecurity Plan 2025-2029.	QLD Biosecurity Strategy 2024-2029; Cassowary Coast Local Area Biosecurity Plan 2025-2029 (proposed)	Natural Environment and Sustainability	●	●	●	●	
14.2 Manage invasive plants, feral animals and other pests.		Natural Environment and Sustainability	●	●	●	●	●
14.3 Host the Tilapia Tournament; a free fishing event to remove invasive fish species from the Warrina Lakes waterways.		Community and Engagement	●	●	●	●	●
14.4 Collaborate with the Cassowary Coast Feral Pig Executive Oversight Group to adopt a coordinated approach to feral pig control. This includes seeking industry funding for a locally based Feral Pig Coordinator to implement the National Feral Pig Action Plan 2021-2031.	Advocacy Plan National Feral Pig Action Plan 2021-2031	Natural Environment and Sustainability	\$	\$	\$	\$	\$

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 15. Prepare for climate adaptation and management of climate change hazards and risks, including storms, cyclones, flooding and fire.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
15.1 Advocate for Queensland Government to lead the establishment of a state-wide management and funding framework to support local councils to implement priority actions in their Coastal Hazard Adaptation Strategies.	Advocacy Plan	Office of the Mayor	●	●			
15.2 Facilitate disaster management partnerships and alliances.		Emergency Management	●	●	●	●	●
15.3 Chair and coordinate the Local Disaster Management Group.		Emergency Management	●	●	●	●	●
15.4 Operate the Disaster Management Public Education and Training Centre.		Emergency Management	●	●	●	●	●
15.5 Operate public cyclone shelters in Tully and Innisfail.		Emergency Management	●	●	●	●	●
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.	Coastal Hazard Adaptation Strategy	Natural Environment & Sustainability	\$	\$	\$	\$	\$
15.7 Develop a Natural Assets Disaster Management and Recovery Plan to support disaster response activities and protect the regions environmental values.		Natural Environment and Sustainability	●				
15.8 Adopt the Regional Flood Model to manage and raise awareness of risks associated with flooding events and flood resistant development.		Asset Engineering	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
15.9 Manage stormwater infrastructure.		Asset Engineering	●	●	●	●	●
15.10 Develop and undertake a stormwater condition inspection program to inform the capital works program and ensure the stormwater network is being well maintained to prevent failure of infrastructure or damage to property.		Asset Engineering	●	●			
15.11 Adopt short-term renewal priority projects of critical stormwater infrastructure following review of condition assessments.	Stormwater Asset Management Plan	Asset Engineering	●	●			

Objective 16. Encourage the adoption of sustainable practices, including efforts to reduce waste and carbon emissions.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
16.1 Develop and implement Sustainability Strategy to address climate change, sustainability and renewable energy.		Natural Environment and Sustainability	\$	\$	\$		
16.2 Deliver sustainable community programs to progress corporate and community emissions reduction opportunities.		Natural Environment and Sustainability	●	●	●	●	●
16.3 Develop and implement a Waste and Resource Recovery Strategy aligned with the State Government 2050 waste targets. Our short-term State mandated targets include: <ul style="list-style-type: none"> ● Increase the recycling rate to 65% by 2025: This target applies to all waste streams, including municipal solid waste (MSW), construction and demolition (C&D) waste, and commercial and industrial (C&I) waste. ● Recycling Target for Household Waste: Achieve a 50% recycling rate for MSW by 2025, increasing to 60% by 2030. ● Recycling Target for C&D Waste: Achieve an 80% recycling rate for C&D waste by 2030. ● Recycling Target for C&I Waste: Increase recycling rates to 70% for C&I waste by 2030. 		Waste and Resource Recovery	\$	\$	\$		
16.4 Provide waste and recycling services, including waste collections, educational programs and management of waste transfer stations.		Waste and Resource Recovery	●	●	●	●	●

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
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.		Waste and Resource Recovery	\$	\$	\$	\$	\$
16.6 Implement the 'Think Yellow' recycling education campaign to support the launch of kerbside recycling services.		Waste and Resource Recovery	\$	\$			
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.		Waste & Resource Recovery	\$	\$	\$	\$	\$
16.8 Develop a program to monitor and report on the effectiveness of kerbside recycling services (i.e. recycling rates, contamination levels, etc).		Waste and Resource Recovery	\$				
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.	Tully Open Landfill Facility Post-Closure Management Plan	Waste and Resource Recovery	\$	\$			
16.10 Prepare a detailed Waste Asset Management Plan to achieve best practice in waste facility management.		Waste and Resource Recovery	\$				
16.11 Prepare a Capital Plan from the Waste Asset Management Plan for works to be approved and completed.	Waste Asset Management Plan (proposed)	Waste and Resource Recovery		\$	\$	\$	\$

● Resourcing or funding secured

§ Additional operating or capital budget required



Thriving economy

A strong, diverse and progressive economy, with vibrant town centres, thriving tourism destinations and good training and job opportunities for everyone.



Objective 17. Drive local investment, economic growth and job creation.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
17.1 Deliver economic and agricultural development services, including: <ul style="list-style-type: none"> • 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 		Economic Development	●	●	●	●	●
17.2 Collaborate with stakeholders, including chambers of commerce and peak bodies, to grow a stronger Cassowary Coast.		Economic Development	●	●	●	●	●
17.3 Coordinate the Economic Leadership Committee.		Economic Development	●	●	●	●	●
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.		Economic Development	●	●	●	●	●
17.5 Design an incentives program for Council's consideration to attract new industries and businesses to the region.	Economic Development Strategy	Economic Development	●				
17.6 Launch 'The Place to Invest' investment attraction campaign.	Economic Development Strategy	Economic Development	●				
17.7 Facilitate collaboration between local Chambers of Commerce and business networks to set up and deliver the Cassowary Coast Local Business Awards.		Economic Development	●	●			

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
17.8 Engage with NBNCo and other telecommunications providers to define local digital infrastructure requirements and advocate to fast-track delivery of 5G to improve mobile phone and internet coverage.		Economic Development	●	●			
17.9 Investigate the establishment of an 'Innovation Hub' in the Cassowary Coast region to provide business support services, working spaces and accelerator programs.		Economic Development		●			
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.		Economic Development		●	●	●	
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.		Economic Development	●	●	●	●	●
17.12 Maintain the Innisfail (Mundoo), Tully and Dallachy aerodromes to meet regulations and partner with industry and lessees to advocate and deliver improvements, which may include seeking grant funding.		Facilities and Leasing	●	●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required

Objective 18. Revitalise and activate town centres

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
18.1 Coordinate the Innisfail CBD Revitalisation and Mission Beach stakeholder reference groups		Community and Engagement	●	●	●	●	●
Revitalise Chjowai Parklands in Innisfail CBD							
18.2 Develop a business plan for Chjowai Parklands South A, B and C.	Innisfail CBD Revitalisation Master Plan	Project Delivery	●				
18.3 Develop a business case to activate and optimise the Johnstone River precinct.		Project Delivery	●				
18.4 Obtain environmental and development approvals for Johnstone River revetment.	Innisfail CBD Revitalisation Master Plan	Project Delivery	\$	●			
18.5 Activate Chjowai, creating a winter program of themed activities and events on the river foreshore to increase community engagement and promote water-based tourism.	Innisfail CBD Revitalisation Master Plan	Project Delivery			\$		
18.6 Seek funding for Chjowai Parklands South A and B.	Innisfail CBD Revitalisation Master Plan	Project Delivery			●		

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
18.7 Undertake detailed design for Chjowai Parklands South A and B in consultation with the community.	Innisfail CBD Revitalisation Master Plan	Project Delivery				\$	
18.8 Deliver Chjowai Parklands South A and B.	Innisfail CBD Revitalisation Master Plan	Project Delivery					\$

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
Revitalise Innisfail CBD							
18.9 Advocate for local businesses and commercial property owners to revitalise empty shopfronts and enhance facades to foster economic activity and attract visitors.	Innisfail CBD Revitalisation Master Plan	Project Delivery	●				
18.10 Collaborate with local businesses and environmental groups to establish the Edith Street Urban Rainforest with planting that reflects Innisfail's tropical setting and enhances its Art Deco features.	Innisfail CBD Revitalisation Master Plan	Project Delivery	\$				
18.11 Improve access to parking in Cassowary Coast CBD by providing parking maps and implementing technology to enforce parking restrictions.		Regulatory Services	●				
18.12 Provide recommendations to meet RV parking requirements in CBDs.		Asset Engineering		●			
18.13 Develop the Northern Gateway to Innisfail CBD.	Innisfail CBD Revitalisation Master Plan	Project Delivery	\$				
18.14 Develop the Southern Gateway to Innisfail CBD.	Innisfail CBD Revitalisation Master Plan	Project Delivery		\$			

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
18.15 Enhance Rankin Street-Riverside Link wayfinding and accessibility with creative pavement paintings and wall murals.	Innisfail CBD Revitalisation Master Plan	Project Delivery		\$			
Revitalise Mission Beach town centre							
18.16 Complete implementation of the Mission Beach town centre revitalisation project.	Mission Beach Strategic Master Plan	Project Delivery	●				

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 19. Develop and promote visitor experiences through strategic partnerships.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
19.1 Provide tourism and event development services.		Community and Engagement	●	●	●	●	●
19.2 Fund Cassowary Coast Tourism to provide: <ul style="list-style-type: none"> • Destination marketing • Mission Beach Wet Tropics Visitor Information Centre • Tully Visitor Information Centre • Satellite visitor information centres 		Community and Engagement	●	●	●	●	●
19.3 Collaborate with Cassowary Coast Tourism and other stakeholders to implement the Cassowary Coast Region Tourism Strategy 2019 to improve visitor numbers, length of stay, experience and expenditure.	Cassowary Coast Region Tourism Strategy 2019	Community and Engagement	●	●	●	●	●
19.4 Implement key initiatives in the Events Strategy 2024-2028, including: <ul style="list-style-type: none"> • Streamline processes and procedures for event applications and management to reduce red tape. • Develop an Event Performance Measurement Framework. 	Events Strategy 2024-2028	Community and Engagement	●	●	●	●	
19.5 Lead a collaboration with the Girramay people and Cardwell community to seek Federal and State Government funding to progress stage 3 of the Cardwell Tropical Mountain Bike Trails project.	Economic Development Strategy	Community and Engagement	\$	\$	\$		
19.6 Achieve ECO Destination Certification from Ecotourism Australia.		Community and Engagement	●	\$	\$		

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
19.7 Develop a Caravan Park Strategy to consider future management and operations at all Council caravan parks.		Facilities and Leasing	●	\$	\$		



Good governance

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



Objective 20. Deliver open and transparent leadership, governance and financial management.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
20.1 In accordance with the <i>Local Government Act 2009</i> , continue to implement a financial management system, including: Financial planning documents: - Corporate Plan - Long-term Asset Management Plan - Long-term Financial Forecast - Annual Budget including revenue statement - Annual Operational Plan Financial accountability documents: - General Purpose Financial Statements - Asset Registers - Annual Report - Report from an annual review of implementation of the Operational Plan Financial policies: - Investment policy - Debt policy - Revenue policy		Governance, Risk and Performance; Finance; Asset Engineering	●	●	●	●	●
20.2 Review the Advocacy Plan, report on progress and update with current community priorities.	Advocacy Plan	Community and Engagement	●	●	●		
20.3 Deliver councillor support services, governance, risk management and records management.		Governance, Risk and Performance	●	●	●	●	●
20.4 Provide professional development training in governance, decision making and public speaking for all elected members.		Governance, Risk and Performance	●		●	●	

● Resourcing or funding secured

§ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
20.5 Develop a business case to adopt a quality management system to strengthen accountability to ratepayers and the community.		Governance, Risk and Performance				●	
20.6 Develop a proactive inspection program to ensure compliance with legislation and local laws to promote a safe and healthy community and environment.		Regulatory Services	●				
20.7 Coordinate the Rating Advisory Committee and present remaining recommendations to Council for consideration. These recommendations relate to General Rates and Special Levies.		Finance	●	●	●		
20.8 Work towards achieving key targets in the Financial Sustainability Strategy related to revenue, expenditure, cash flow and asset management.		Finance	●	●	●	●	●
20.9 Develop and publish an annual Forward Procurement Plan to facilitate improved planning, early market engagement and better overall outcomes for Council and the community.		Procurement	●	●	●	●	
20.10 Review procurement processes to improve opportunities for local and First Nations' businesses to win contracts to supply goods and services.		Procurement	●				
20.11 Identify alternative revenue sources to reduce reliance on rates revenue.		Finance	●	●			
20.12 Provide information communications and technology services.		Information, Communication and Technology	●	●	●	●	●
20.13 Manage fleet and equipment.		Fleet Services	●	●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required

Objective 21. Embrace innovation to drive improved community engagement, customer experiences and organisational effectiveness.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
21.1 Enhance opportunities for community members to engage with Councillors on a face-to-face basis to discuss current issues and to receive Council updates.		Community and Engagement; Office of the Mayor	●				
21.2 Conduct a regular community survey to monitor, benchmark and report on performance and to map local priorities.		Community and Engagement	●		●		●
21.3 Deliver and continuously seek to improve customer service.		Community and Engagement	●	●	●	●	●
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.		Governance, Risk and Performance	●	●	●		
21.5 Establish key performance indicators for key service areas and develop a mechanism for quarterly public reporting.	Customer Service Charter	Governance, Risk and Performance		●			
21.6 Implement technology and AI to unlock more efficient customer service and community responsiveness through an integrated customer relationship management system.	ICT Strategy 2023	Corporate and Community Services		●	●	●	●
21.7 Implement technology to enable online applications and management for events management, food licensing, dog registration, planning applications.	ICT Strategy 2023	Corporate and Community Services; Development and Environmental Services		●	●	●	●

● Resourcing or funding secured

§ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
21.8 Implement technology to enable communicating via SMS with residents on important council business e. rates, water leaks, dog registration, change to service.	ICT Strategy 2023	Corporate and Community Services	●	●			
21.9 Implement technology to remove paper-based processes.	ICT Strategy 2023	Corporate and Community Services	●	●	●	●	
21.10 Implement existing and future cyber security recommendations to secure the information and systems maintained by Council.		Information, Communication and Technology	\$	\$	\$	\$	
21.11 Identify and transform inefficient processes, procedures and technology within the organisation which will improve internal and external customer experiences.		Information, Communication and Technology	\$	\$	\$	\$	
21.12 Research and implement digital information signage in each major township.	Communications and Engagement Strategy	Economic Development	\$	\$			

● Resourcing or funding secured

\$ Additional operating or capital budget required

Objective 22. Provide a safe, inclusive and supportive work environment to attract and retain a diverse and capable workforce.

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
22.1 Provide human resource management, including development and implementation of the Strategic Workforce Plan, succession management plans, and Work Health Safety & Wellbeing Plan, training, audits and improvement.		People and Safety	●	●	●	●	●
22.2 Implement the Strategic Workforce Plan and fund training and development assessed through the training needs analysis to provide the right people, with the right skills, at the right time, in the right roles and locations to achieve organisational objectives and deliver excellent customer service.	Strategic Workforce Plan	People and Safety	\$	\$	\$	\$	\$
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.		People and Safety	●	●	●	●	●
22.4 Develop an approach to increase attraction, professional development and retention of First Nations peoples in Council's workforce.	Innovate Reconciliation Action Plan 2023-2025	People and Safety	\$				
22.5 Utilise the national OHS audit tool to facilitate continuous improvement in Work Health and Safety.		People and Safety	●	●	●	●	●
22.6 Implement a software solution to coordinate workplace, health and safety management systems and improve operational efficiencies.		People and Safety	\$	\$			
22.7 Fund a program to identify, support and develop highly capable leaders across Councils operations.	Leadership Development Framework	People and Safety	\$	\$	\$	\$	\$

● Resourcing or funding secured

\$ Additional operating or capital budget required

Actions	Informing strategies	Service Team	25/26	26/27	27/28	28/29	29/30
22.8 Conduct employee engagement surveys to inform priority actions and continual improvement of employee engagement and culture.	Strategic Workforce Plan	People and Safety	\$		\$		\$
22.9 Review HR related processes and develop the Human Resource Information System along with other emerging technologies to improve workforce enablement and efficiency.	Strategic Workforce Plan and ICT Strategic plan	People and Safety	\$	\$	\$		
22.10 Negotiate and implement the Cassowary Coast Regional Council Certified Agreement providing remuneration and conditions for employment at Council.	Cassowary Coast Regional Council Certified Agreement	People and Safety	\$			\$	
22.11 Facilitate ongoing compliance with employment related legislative obligations.		People and Safety	●	●	●	●	●
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.		Facilities and Leasing	\$	\$			

● Resourcing or funding secured

\$ Additional operating or capital budget required



Supporting strategies and plans

Several strategies and plans informed the creation of this plan or will be developed and implemented to guide and support Cassowary Coast Regional Council to achieve the community's desired outcomes.

Long-term financial forecast

The Long-Term Financial Forecast contains 10-year forecasts for operational and capital revenue and expenditure, asset, liabilities and equity.

Strategic Asset Management Plan

The Strategic Asset Management Plan provides strategic guidance and direction to manage Council assets with an approximate replacement value of \$1.8 billion covering roads, bridges, footpaths, stormwater, water, sewerage, parks, buildings, waste, marine facilities, fleet and information technology.

Strategic Workforce Plan

The Strategic Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies.

Risk Management Framework

The Enterprise Risk Management Framework provides Council with a systematic approach to proactively identify, assess, and respond to risks, enabling Council to navigate uncertainty, capitalise on opportunities, and achieve its strategic objectives while safeguarding value for stakeholders. Through this framework, CCRC integrates risk management practices and procedures into all strategic initiatives, projects, operational processes and day to day business practices.

Issue-specific strategies and plans

Cassowary Coast Regional Council has various issue-specific strategies and plans to fulfill statutory requirements or to provide an in-depth review, assessment of options and strategies to address local priorities.

The following table lists informing plans and strategies that make up the Cassowary Coast Regional Council management framework, the current status of these documents, time frame for review and, as necessary, the development of these documents. These documents are available on the Cassowary Coast Regional Council website.

Informing strategies and plans	Service Team	Statutory requirement	Adopted (proposed)	Next review /retirement
Good Governance				
Corporate Plan, incorporating the Operational Plan	Office of the CEO	✓	2024	2025
Long-term Financial Forecast	Finance	✓	2024	2025
Strategic Asset Management Plan	Asset Engineering	✓	2022	2025
Strategic Workforce Plan	People & Safety		2024	2028
Advocacy Plan	Community & Engagement		2023, 2024	2025
Fleet Asset Management Plan	Fleet	✓	2019	2024
Customer Service Charter	Community & Engagement		2023	2026
ICT Strategy	Information, Communication & Technology		2023	2025
Healthy Communities				
Cassowary Coast Art Deco Strategy	Planning & Development		2019	2026-27
Innovate Reconciliation Action Plan	Community & Engagement		2023	2026-27
Youth Action Plan	Community & Engagement		(2025)	2026
Disability Access and Inclusion Plan	Community & Engagement		(2025)	
Sustainable Environments				
Cassowary Coast Local Area Biosecurity Plan 2019-2023: Invasive plants and animals	Natural Environment & Sustainability	✓	2019	2025
Evolving with our coast: Cassowary Coast Coastal Hazard Adaption Strategy	Natural Environment & Sustainability	✓	2023	2100
Greater Mission Beach Area Foreshore Management Plan 2015-2035	Natural Environment & Sustainability		2015	2030
Stormwater Asset Management Plan	Asset Engineering	✓	2024	2027
Natural Assets Disaster Management and Recovery Plan	Natural Environment & Sustainability		(2025)	
Sustainability Strategy	Natural Environment & Sustainability		2025	
Waste and Resource Recovery Strategy	Waste & Resource Recovery		(2025)	

● Resourcing or funding secured

§ Additional operating or capital budget required

Informing strategies and plans	Service Team	Statutory requirement	Adopted (proposed)	Next review /retirement
Good Governance				
Corporate Plan, incorporating the Operational Plan	Office of the CEO	✓	2024	2025
Long-term Financial Forecast	Finance	✓	2024	2025
Strategic Asset Management Plan	Asset Engineering	✓	2022	2025
Strategic Workforce Plan	People & Safety		2024	2028
Advocacy Plan	Community & Engagement		2023, 2024	2025
Fleet Asset Management Plan	Fleet	✓	2019	2024
Customer Service Charter	Community & Engagement		2023	2026
ICT Strategy	Information, Communication & Technology		2023	2025
Healthy Communities				
Cassowary Coast Art Deco Strategy	Planning & Development		2019	2026-27
Innovate Reconciliation Action Plan	Community & Engagement		2023	2026-27
Youth Action Plan	Community & Engagement		(2025)	2026
Disability Access and Inclusion Plan	Community & Engagement		(2025)	
Sustainable Environments				
Cassowary Coast Local Area Biosecurity Plan 2019-2023: Invasive plants and animals	Natural Environment & Sustainability	✓	2019	2025
Evolving with our coast: Cassowary Coast Coastal Hazard Adaption Strategy	Natural Environment & Sustainability	✓	2023	2100
Greater Mission Beach Area Foreshore Management Plan 2015-2035	Natural Environment & Sustainability		2015	2030
Stormwater Asset Management Plan	Asset Engineering	✓	2024	2027
Natural Assets Disaster Management and Recovery Plan	Natural Environment & Sustainability		(2025)	
Sustainability Strategy	Natural Environment & Sustainability		2025	
Waste and Resource Recovery Strategy	Waste & Resource Recovery		(2025)	

● Resourcing or funding secured

⌘ Additional operating or capital budget required



Resourcing the plan

Service teams are responsible for delivering actions in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

Service teams are responsible for delivering actions in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

This table provides an overview of the directorates, teams, services, number of budgeted positions in each team expressed as the full-time equivalent (FTE) and budgeted operating costs.

Directorate	Team	Budgeted Positions (FTE)	Budgeted Operating Costs (\$) (net of operating grants received)		
			Employee Expenses	Materials & Services	Depreciation
Office of the CEO	Councillors	7	20,000	679,578	-
Office of the CEO	People and Safety	11.5	1,802,253	419,361	-
	Governance, Risk & Performance	11.5	1,156,980	909,589	24,503
Infrastructure Services	Asset Engineering	12.25	1,064,705	584,942	-
	Facilities and Leasing	15.25	1,341,945	4,596,662	3,768,559
	Project Delivery	18.25	308,953	581,392	-
	Asset Maintenance	73.75	6,955,131	1,217,496	16,575,046
Corporate and Community Services	Information, Communication and Technology	16.25	1,497,142	2,054,040	427,183
	Community and Engagement	34.45	3,046,680	1,862,558	349,742
	Procurement	10.25	884,535	78,082	-
	Finance	17.03	1,703,793	1,895,574	-
Commercial Services	Fleet Services	13.33	789,787	2,574,294	1,898,289
	Water and Wastewater	74.33	4,074,748	5,089,333	10,360,795
	Waste and Resource Recovery	25.32	1,948,108	7,547,993	396,146
Development and Environmental Services	Emergency Management	1.2	165,989	97,072	55,729
	Regulatory Services	15.8	1,395,305	4,293	34,747
	Economic Development	2.2	258,078	9,378	-
	Development	12.2	1,193,164	36,777	-
	Natural Environmental and Sustainability	6.7	595,824	272,483	-



Financial summary

This financial summary is a high-level summarised statement that aggregates estimates of operating and non-operating revenues and expenditure over the next four years. Please refer to the Long-Term Financial Plan for more information.

	FY25/26 \$'000	FY26/27 \$'000	FY27/28 \$'000	FY28/29 \$'000
Revenue				
Net rates, levies and charges	85,357	89,625	93,658	97,873
Fees and charges	4,573	4,801	4,969	5,143
Rental income	394	414	428	443
Interest received	4,784	3,989	3,612	3,657
Sales & recoverable works	527	553	572	592
Other income	733	769	796	824
Grants, subsidies, contributions and donations	10,938	11,275	11,600	11,935
Total operating revenue	107,304	111,425	115,636	120,467
Total capital revenue	10,730	7,252	872	2,745
Total revenue	118,035	118,678	116,508	123,212
Expenses				
Employee related expenses	34,103	35,796	37,221	38,521
Materials and services	34,349	35,621	36,884	38,070
Finance costs	717	697	679	688
Depreciation and amortisation	38,630	41,230	43,789	46,287
Total operating expenses	107,798	113,344	118,573	123,565
Total expenses	107,798	113,344	118,573	123,565
Net Result	10,237	5,334	(2,065)	(353)
Operating Result				
Operating Revenue	107,305	111,426	115,636	120,467
Operating Expenses	107,798	113,344	118,573	123,565
Operating Result	(493)	(1,918)	(2,937)	(3,098)





Developing and reporting

The *Local Government Act 1995* requires all local government authorities have a financial management system with a Corporate Plan and Operational Plan. To streamline reporting, strengthen integration and improve communication, Cassowary Coast Regional Council has combined the Corporate Plan and Operational Plan into one succinct document.

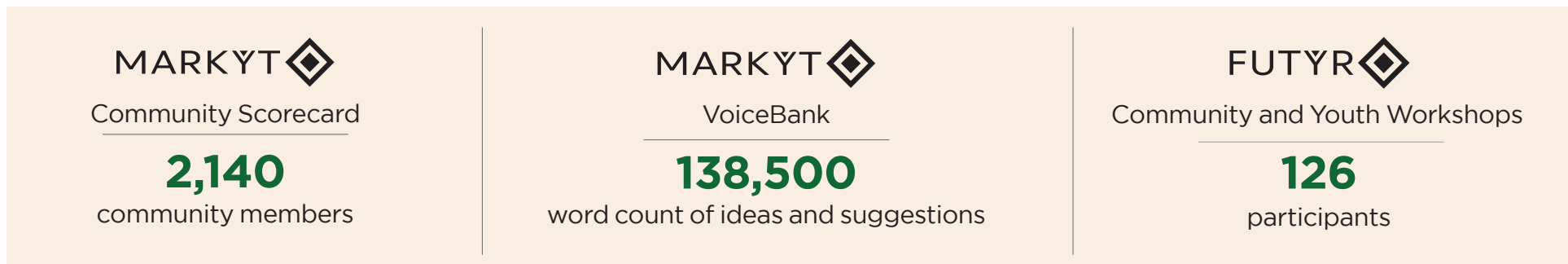
In 2024, Council embraced the FUTYR[®] approach to conduct a major review of its Corporate Plan and annual review of the Operational Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research.
- Detailed review of current plans and strategies to align and integrate outcomes and actions.
- Community survey and benchmarking using the MARKYT[®] Community Scorecard.
- Workshops with councillors, staff and the community.

We express our deepest thanks to community members who engaged in the development of this plan. We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

This plan will be reviewed annually to reflect current and emerging needs.

To track and report on progress, Council will monitor actual and perceived performance levels. This includes our financial health indicators and service level reporting from community perceptions surveys, as shown over the following pages. Results will be reported in the Annual Report.



Financial health indicators

Type	Sustainability Ratio	Description	Measurement	Target	2024/25	5 Year Average	vs. 5 Year Average
Financial Capacity	Council-Controlled Revenue Ratio	Indicates Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.	$\frac{\text{Net Rates, Levies and Charges add Fees and Charges}}{\text{Total Operating Revenue}}$	No target	84%	85%	-1%
Financial Capacity	Population Growth Ratio	Indicates population growth over the past 12 months	$\frac{\text{Prior year estimated population}}{\text{Previous year estimated population}}$	No target	0.6%	0.1%	0.5%
Operating Performance	Operating Surplus Ratio	Indicates the extent to which operational revenues raised cover operational expenses	$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$	Great than 0%	-1.0%	-3%	2%
Operating Performance	Operating Cash Ratio	Indicates Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	$\frac{\text{Operating Result add Depreciation and Amortisation add Finance Costs}}{\text{Total Operating Revenue}}$	Great than 0%	35%	31%	5%
Liquidity	Unrestricted Cash Expense Cover Ratio	Represents the number of months a council can continue operating based on current monthly expenses	$\frac{\text{(Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash)}}{\text{(Total Operating Expenditure less Depreciation and Amortisation less Finance Costs)}}$	Greater than 4 months	14.24	N/A	N/A
Asset Management	Asset Sustainability Ratio	Indicates the extent to which infrastructure assets are being replaced as they reach the end of their useful lives	$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets}}{\text{Depreciation Expenditure on Infrastructure Assets}}$	Greater than 80%	171%	89%	83%
Asset Management	Asset Consumption Ratio	Indicates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	$\frac{\text{Written Down Replacement Cost of Depreciable Infrastructure Assets}}{\text{Current Replacement Cost of Depreciable Infrastructure Assets}}$	Greater than 60%	72%	67%	4%
Debt Servicing Capacity	Leverage Ratio	Indicates Council's ability to repay its existing debt.	$\frac{\text{Book Value of Debt}}{\text{Operating Results add Depreciation and Amortisation add Finance Costs}}$	0 to 3 Times	0.36	0.13	0.23

MARKYT

Community Scorecard

The Cassowary Coast Regional Council participates in the MARKYT[®] Benchmarking Excellence Program to monitor and benchmark service levels.

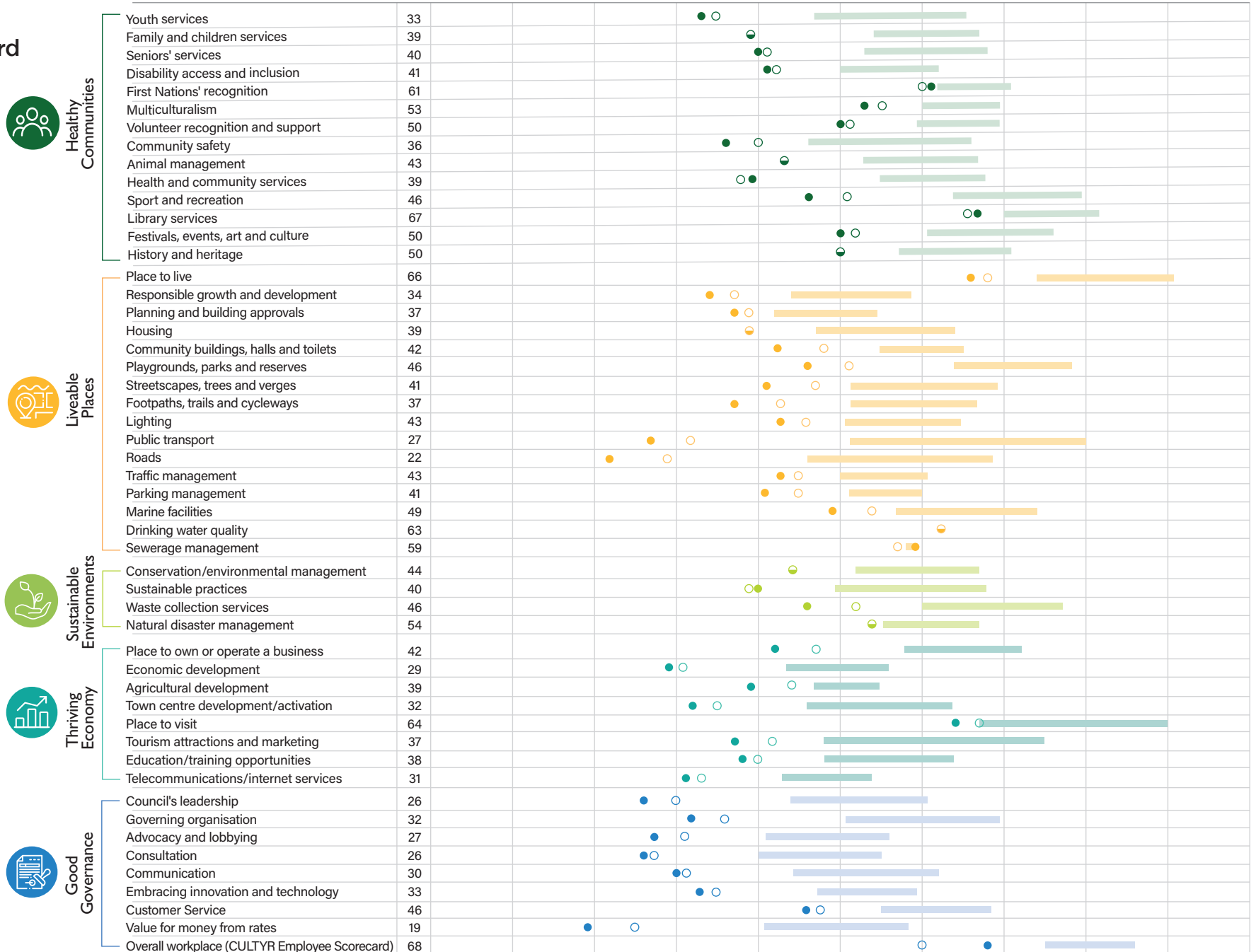
Council aims to be above the MARKYT[®] industry average and strives to be the industry leader in all areas. This chart shows Council's Performance Index Score out of 100 compared to the MARKYT[®] Industry Standards.

The preferred target zone is shown as coloured bars.

Legend

- Cassowary Coast Regional Council 2024 performance score
 - Cassowary Coast Regional Council 2020 performance score
 - ◐ No change in performance from 2020 to 2024
 - Target Zone. Shading shows industry average to industry high from the MARKYT[®] Community Scorecard.
- For further information, visit catalyse.com.au

2024 Performance Measures





Do you have an idea or suggestion to help make the Cassowary Coast the most liveable tropical community?

Please reach out to your elected member or the responsible officer at Cassowary Coast Regional Council to share your thoughts and ideas.

In person: Innisfail Shire Hall, 70 Rankin Street, Innisfail
Tully Civic Centre, 38-40 Bryant Street, Tully
Cardwell Library, 4 Balliol Street, Cardwell

Phone: 1300 763 903

Email: enquiries@cassowarycoast.qld.gov.au

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