TOOWOOMBA REGION

CORPORATE PLAN 2024 - 2029

Toowoomba Regional Council

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the Toowoomba Region whose song lines traverse these lands and pay our respect to Elders past, present, and emerging, for they hold the knowledge, rich traditions and bold ambitions of Australia's First Peoples. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

CONTENTS

Our vision, Our values, Our mission 5
Message from the Mayor and the CEO 7
Our Mayor and Councillors 9
About our Council 10
About the Corporate Plan and Council's strategic alignment 13
About our Region 14
The Corporate Plan development process 17
Monitoring performance and reporting 17
Our four key goals 19
1. People 20
2. Place 22
3. Prosperity 24
4. Performance 26

OUR VISION

A vibrant Toowoomba Region: built on Rich Traditions, thriving with Bold Ambitions.

OUR VALUES

Honesty – We are open, honest and fair

Accountability – We are responsible for our actions and behaviour

Respect – We respect the dignity, beliefs and abilities of everyone

Teamwork – We work collaboratively

Safety and wellbeing – We prioritise health, safety and wellbeing

OUR MISSION

Delivering sustainable, quality services with a community focus, where our people enjoy their work, are empowered to undertake their roles, and are valued for their contributions.

Mayor Geoff McDonald and Chief Executive Officer Sal Petroccitto OAM

MESSAGE FROM THE MAYOR & CEO

Nestled on the summit of the Great Dividing Range, our Region continues to provide residents with an unparalleled lifestyle. With a population of approximately 178,500, our Region is proudly home to Queensland's second largest regional Council.

Steeped in rich historical roots, our Region preserves its past and flourishes in the present. Given our strategic location, the Region is a significant road, rail, and air freight hub.

Our Region has experienced significant infrastructure investment in recent years, such as the completion of the Toowoomba Bypass, the Toowoomba Regional Council Principal Depot in Charlton, and the Toowoomba Wellcamp Airport. When you add in planning for the Toowoomba Regional Sports Precinct and Inland Rail, it's easy to see why our Region is well-poised to become a significant logistics hub.

In addition, we continue to advocate for a fast passenger rail from Toowoomba to Brisbane. This will enhance our connectivity to the rest of South East Queensland and other major national cities and enable our Region to be in a better position to capitalise on the opportunities that come with the 2032 Brisbane Olympic and Paralympic Games. Increasing rail connectivity and building long-lasting infrastructure helps enhance our enviable liveability standards while our population increases.

With our Region's population expected to grow by about 66,600 over the next 30 years, we're developing a new Toowoomba Region Planning Scheme and infrastructure plan. This scheme is expected to be delivered in May 2026 and provides an integrated roadmap for managing urban growth throughout our Region.

With growth comes change, so it is vital that we position ourselves strategically to take advantage of these opportunities whilst having the necessary infrastructure and services in place to sustain this growth.

We are undertaking critical water infrastructure projects like the Mt Kynoch water treatment plant upgrade and the works associated with the Toowoomba to Warwick Pipeline, addressing water security for our Region. We are also upgrading the spillway at Cressbrook Dam to meet our legislative requirements.

In local government, we are responsible for providing the framework for our communities to prosper. However, we can only achieve this through meaningful engagement with our residents, ensuring consideration of community thoughts and concerns before making decisions.

The 2024–2029 Corporate Plan sets out our vision for the next five years and outlines how we plan to support a safe, healthy, and engaged Region. This document provides a roadmap showing where we are heading as an organisation and the steps we need to take to achieve this.

As we look towards the next five years, we will continue to respect and honour the rich traditions our Region was built upon while focusing on the bold ambitions that make this a great place to live.

Cr Geoff McDonald
MAYOR,
Toowoomba Regional Council

Sal Petroccitto OAM
CHIEF EXECUTIVE OFFICER,
Toowoomba Regional Council

OUR MAYOR AND COUNCILLORS

Cr Geoff McDonald

MAYOR

Portfolios:
- Business Transformation & Strategy Portfolio
- Major Projects Portfolio
- Planning & Development Portfolio

Cr Rebecca Vonhoff

DEPUTY MAYOR

Portfolios:
- Business Transformation & Strategy Portfolio
- Major Projects Portfolio
- Water & Waste Portfolio.

Cr Bill Cahill

Portfolios:
- Business Transformation & Strategy Portfolio
- Environment & Community Portfolio
- Infrastructure Services Portfolio
- Water & Waste Portfolio.

Cr Edwina Farquhar

Portfolios:
- Business Transformation & Strategy Portfolio
- Corporate Services Portfolio
- Planning & Development Portfolio.

Cr Gary Gardner

Portfolios:
- Corporate Services Portfolio
- Infrastructure Services Portfolio
- Major Projects Portfolio
- Planning & Development Portfolio.

Cr Trevor Manteufel

Portfolios:
- Environment & Community Portfolio
- Infrastructure Services Portfolio
- Planning & Development Portfolio.

Cr Tim McMahon

Portfolios:
- Environment & Community Portfolio
- Planning & Development Portfolio
- Corporate Services Portfolio.

Cr James O'Shea

Portfolios:
- Environment & Community Portfolio
- Corporate Services Portfolio.

Cr Kerry Shine

Portfolios:
- Planning & Development Portfolio
- Water & Waste Portfolio.

Cr Carol Taylor

Portfolios:
- Infrastructure Services Portfolio
- Major Projects Portfolio.

Cr Melissa Taylor

Portfolios:
- Environment & Community Portfolio
- Corporate Services Portfolio
- Water & Waste Portfolio.

OUR COUNCIL

Toowoomba Regional Council employs a team of approximately 1600 employees who are dedicated and passionate about delivering excellent customer service to the community, residents, and visitors throughout the Region.

1600+
EMPLOYEES

of which approximately

900
are working indoors

700
are working outdoors

GENDER COMPARISON

39.5%
female

60.4%
male

0.1%
non-binary

Senior leadership

33%
female

67%
male

Source: Based on the Toowoomba Regional Council staff diversity survey results 2023.

A SNAPSHOT OF OUR COUNCIL

Toowoomba Regional Council continues to enhance the liveability and attraction of our Region by delivering valued and relevant community services. We aim to plan for a sustainable and liveable future.

6551km of sealed and unsealed roads.	760km of footpaths and cycleways.	13 libraries.	3 art galleries.
9 aquatic centres.	3300km of water pipelines.	2736 development applications approved on average annually.	3 water supply dams, 2 weirs, and 7 water treatment plants.
355 actively maintained open space areas and 215 natural open space areas (not maintained).	108,000+ customer service requests handled on average, annually.	76,000 tonnes of waste handled annually. 9 waste transfer stations and 8 landfill sites.	73,195 residences and businesses that receive a waste removal service.

OUR CORPORATE PLAN

The Toowoomba Regional Council Corporate Plan 2024 - 2029 outlines the vision, goals, and key priorities, ensuring our Region's future needs and aspirations are met. The Plan provides direction for Council as an organisation and guides the decision-making , allocation of resources, and actions of Councillors and staff over the life of the Plan.

The key priorities identified in our Corporate Plan form the basis of our annual Operational and Financial Plans. At the conclusion of each financial year, we document in our Annual Report, the level of success in implementing the Corporate and Operational Plans. The Corporate Plan has been prepared in accordance with the legislative requirements of the Local Government Act 2009 (Qld).

Council have undertaken a number of consultation activities with our community, our staff, our leadership team and elected representatives. From this consultation we identified four goals that drive what we do to responsibly manage our community and Region.

These goals are:

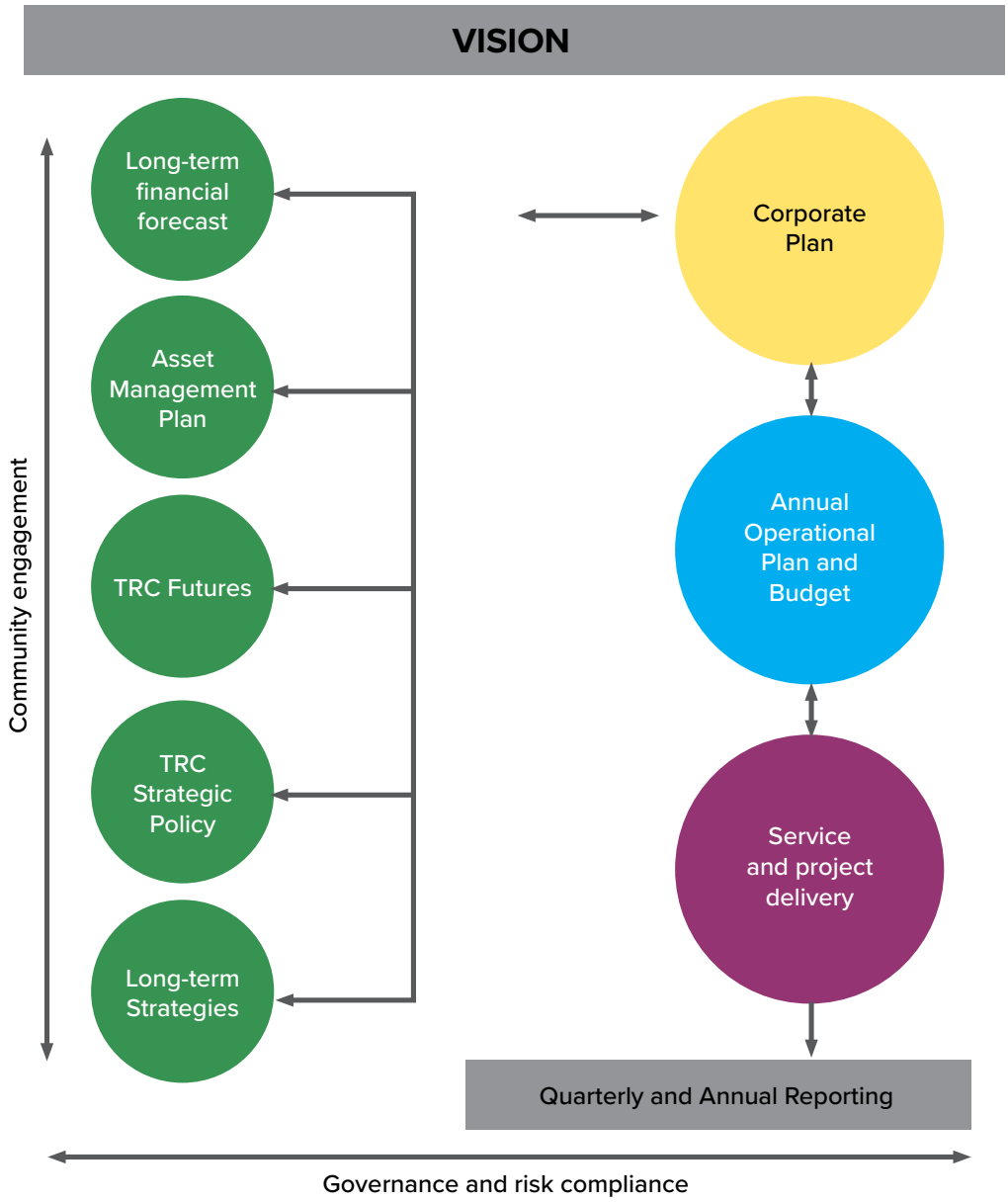
1. People
2. Place
3. Prosperity
4. Performance

STRATEGIC ALIGNMENT

The Corporate Plan is part of our broader Strategic Planning and Performance Management Framework. The framework helps elected members and our staff effectively make decisions on behalf of our community.

It also helps us manage the complex business of a local government organisation by providing processes for the alignment of the various strategies.

Council's Strategic and Performance Management Framework



OUR REGION

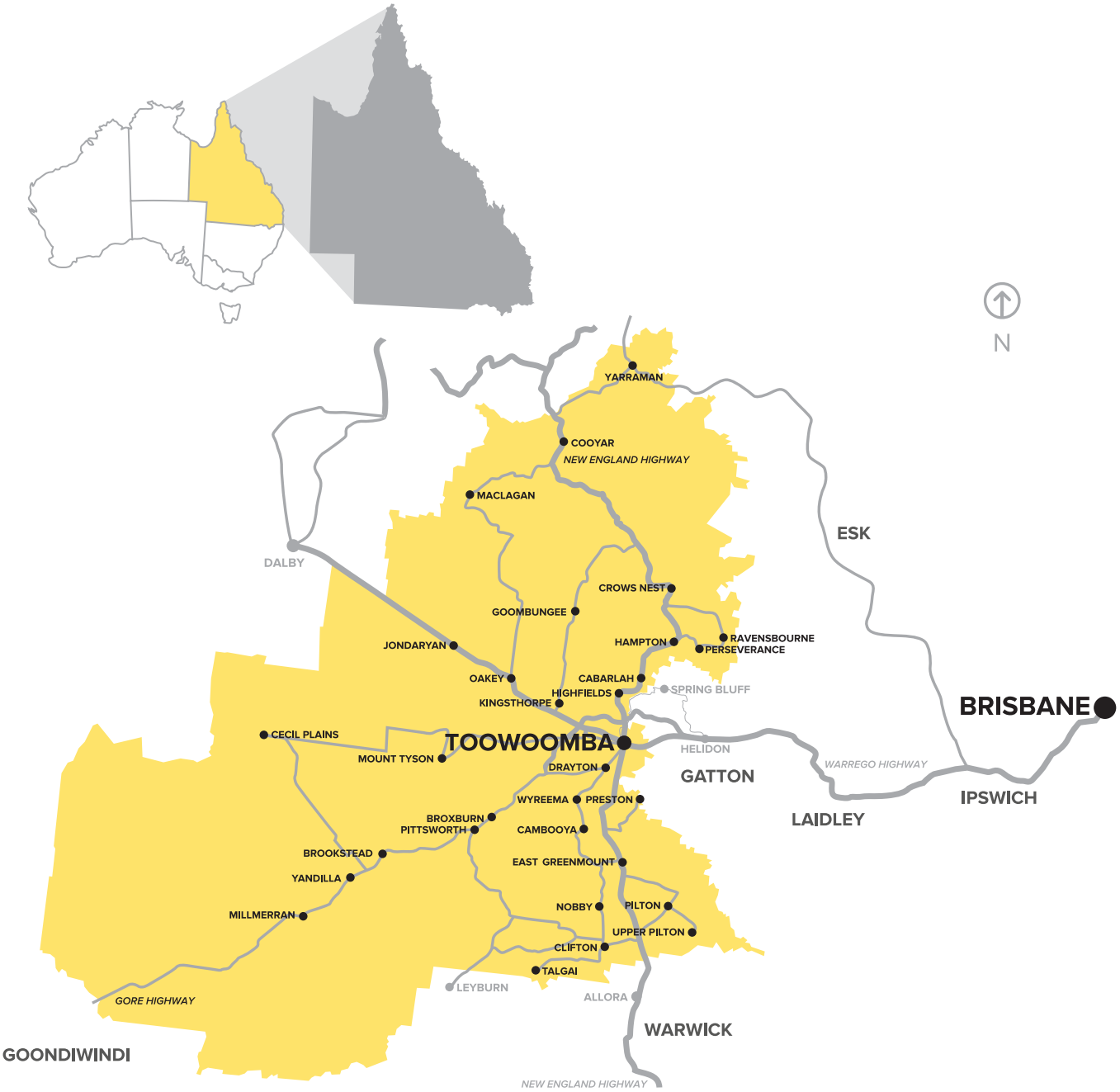
Toowoomba Regional Council covers an area of 12,973 Square Kilometers (km^2) and includes the main urban centre of Toowoomba, the regional centres of Oakey, Pittsworth, Millmerran, Highfields, Crows Nest, Clifton, Greenmount, Goombungee and Yarraman, along with numerous smaller townships.

Our Region is located in South East Queensland approximately 125km west of Brisbane and is the gateway to the Darling Downs. Traditional Aboriginal language groups our Region include the Barunggam, Jarowair, Giabal, Bigambul and Keinjan groups.

Toowoomba has built on its garden image to become Australia's largest inland regional city; a hub of one of Australia's most attractive regions, blending the best of both city and country lifestyle. The temperate climate, strong economy, community spirit, access to arts, culture, health and education services, and beautiful parks and broader landscape continually attracts new residents and business investment.

Our rich history has transformed our Region's agricultural base into a diverse and strong economy, offering a range of business, investment, and employment opportunities. As a long-established service centre for South West Queensland and North West New South Wales, our Region has developed specialisations and strengths based on its resource endowments and strategic location.

Our Region has seen significant advances in the planning and construction of region-shaping infrastructure, including Toowoomba Wellcamp Airport, the Toowoomba Bypass, Grand Central Shopping Centre, advances in planning for the Melbourne to Brisbane Inland Rail and planning for the establishment of a new tertiary level Toowoomba Hospital.



A SNAPSHOT OF OUR TOOWOOMBA REGION

Gross Regional Product – $11.73 billion.

Population - 178,500.

Local jobs – 81,000.

Largest industry – health care and social assistance.

Local businesses – 16,849.

Employed Residents – 86,974.

Median age – 39.

Overseas born – 14%.

Aboriginal and Torres Strait Islander population – 8677 people or 5% of the population.

Source: The data for Toowoomba Local Government Area (LGA) are based on Australian Bureau of Statistics (ABS), Australian Statistical Geography Standard (ASGS), July 2021.

FUTURE GROWTH

The overall growth anticipated in our Region over the 30 year period between 2021 to 2051 is summarised below.

2021	2051
178,500 persons	241,800 persons

Average annual growth rate 1.1%

2021	2051
71,150 dwellings	98,150 dwellings

Average annual growth rate 1.1%

2021	2051
81,000 jobs	116,850 jobs

Average annual growth rate 1.2%

THE CORPORATE PLAN DEVELOPMENT PROCESS

Working in collaboration

Council values collaboration and acknowledge the additional benefits that are generated through working in partnership with stakeholders and the community. We recognise the outcomes identified in the Corporate Plan can only be achieved through collaboration with other levels of government, agencies, organisations and members of our community.

Council involvement

The proposed Toowoomba Regional Council Corporate Plan 2024 - 2029 was developed through a series of workshops involving the Mayor, Councillors and members of our Executive Leadership Team. Additional supporting information provided assistance and direction during the plan's development. This included, but was not limited to:

- various survey outcomes including the Living in Place survey and prior community surveys
- a review of existing Council policies, strategies and plans
- progress and review of the previous corporate plan
- the 10-year long-term financial forecast
- input from senior staff on emerging projects, opportunities and challenges.

The process identified four focus areas and related key priorities for the next five years:

1. People
2. Place
3. Prosperity
4. Performance.

Community involvement

Formal engagement and feedback was incorporated into the proposed plan developed by Council including:

- Councillors
- Council Advisory Committees
- Community Groups
- State and Federal representatives
- The broader community through Have Your Say survey
  - Media releases
  - Marketing
  - Promotion in Council building locations.

Commercial Business Units

The Local Government Regulation 2012 states that the Corporate Plan must include information about any commercial business unit; specifically the objectives, and an outline of the nature and extent of the significant business activity the commercial business unit will conduct. Council does not have any commercial business units in the Region.

MONITORING PERFORMANCE AND REPORTING

Annual Operational Plan

The annual Operational Plan details our role in the delivery of projects and services to realise long-term strategic goals of the Corporate Plan during the four-year term of the Elected Council.

Quarterly progress updates

Quarterly progress reports are presented at Ordinary Meetings of Council detailing whether a Corporate Plan goal is on track, being monitored or off track. Over the life of the Corporate Plan, additional progress reports will be submitted to Council. There will be instances where Council will not have primary responsibility or control over delivery and outcomes.; Instead, Council may have a shared responsibility or may influence outcomes, for example in relation to State and Federal Government funded initiatives. There will also be instances where Council's role will be to monitor results to inform future planning.

Annual Report

The Annual Report provides an overview of the highlights, achievements, and challenges experienced in the financial year. The report also measures our performance and progress against the objectives and priorities, as set out in our Corporate Plan, alongside the budget.

Community Survey

We conduct a survey which tracks our performance in service delivery, identifies priority areas and evaluates community attitudes towards communication and Council as an organisation. The results of the survey have key input into the progression and relevance of the Corporate Plan.

MAINTAINING CURRENT SERVICES AT OR NEAR EXISTING LEVELS

In preparing this plan, Council noted that more than 90% of our annual budget goes to providing the ongoing services that our community values. Acknowledging this, and the need to continually balance sustainability with the demands of service delivery, we intend to prioritise service reviews.

Current services are summarised in the relevant goal areas that follow.

Council is committed to providing our services as efficiently as possible. To ensure this, Council will give priority to:

- analysing community satisfaction with services as reflected in a biennial community survey
- prioritising service level reviews where appropriate.

KEY GOALS AND GOAL STATEMENTS

GOAL 1
PEOPLE
Community and wellbeing

Council promotes a vibrant, safe, healthy, and engaged Region, creating opportunities for people to connect and belong. We are proud of our unique and diverse communities.

GOAL 2
PLACE
Infrastructure and environment

Council plans, builds, and maintains the infrastructure needed to sustainably support lifestyle and growth. We value our environments, our natural assets, and our rich agricultural land. Council promotes sustainable and innovative place management practices.

GOAL 3
PROSPERITY
Economic, social advancement and advocacy

Our Region has a strong and diverse economy. Thriving businesses and industries attract and retain employment opportunities.

GOAL 4
PERFORMANCE
Council workforce

Our Council delivers sustainable, quality services with a community focus, where our people enjoy their work, are empowered to undertake their roles, and are valued for their contributions.

PEOPLE

Community and wellbeing

Council promotes a vibrant, safe, healthy, and engaged Region, creating opportunities for people to connect and belong. We are proud of our unique and diverse communities.

Key priorities

1.1	Encourage initiatives that address community health and wellbeing.
1.2	Identify, promote and grow opportunities for arts, cultural expression and the development of the creative industry.
1.3	Investigate ways to further encourage and support volunteerism.
1.4	Improve community safety through effective design, information and programs.
1.5	Enhance disaster management preparedness, capability and resilience through response and recovery in collaboration with the community and agencies.
1.6	Deliver effective community information and education programs to encourage participation in Council business and to enhance the Region's liveability.
1.7	Encourage connection, resilience, equality and inclusion in the community.

Key services

- Aquatics and Indoor Sports
- Art Galleries
- Community Development
- Community Facilities
- Community Safety and Asset Security
- Community Support
- Cultural Development
- Digital and Creative Services
- Disaster Management
- Environmental Health
- Events and Festivals
- International Relations
- Library Services
- Laboratory Services (Water)
- Museums
- Sports and Recreation
- Stakeholder Engagement.

What our community can do

- Use our community facilities
- Volunteer to help at our art galleries, libraries or other community facilities
- Join a community support group
- Join a SES group
- Participate in health and wellbeing programs and initiatives
- Participate in festivals and events held in our Region.

PLACE

Infrastructure and environment

Council plans, builds, and maintains the infrastructure needed to sustainably support lifestyle and growth. We value our environments, our natural assets, and our rich agricultural land. Council promotes sustainable and innovative place management practices.

Key priorities

2.1	Ensure dam safety compliance upgrades.
2.2	Implement road and water infrastructure maintenance and capital programs.
2.3	Plan for and manage infrastructure assets sustainably.
2.4	Continue to pursue active and equitable transport initiatives.
2.5	Investigate and report to Council on opportunities to use technology and innovation to improve the liveability of our region.
2.6	Continue to prioritise water security.
2.7	Ongoing advancement and promotion of the Toowoomba Region.
2.8	The Uniqueness of our townships and villages throughout the region is understood and valued.
2.9	Adopt the Toowoomba Region Futures program, providing a roadmap for managing sustainable growth.
2.10	Pursue options for a greener Toowoomba Region and Council.
2.11	Protection of high-quality agricultural land.
2.12	Preserve, protect and improve our environments.
2.13	Proactively managing risk, responding to, and enhancing climate change resilience.
2.14	Investigate the setting of Toowoomba Regional Council carbon emission reduction targets.

Key services

- Aerodromes
- Animal Management
- Building and Facilities
- Building Certification
- Building Compliance
- Cemeteries
- Conservation and Pest Management
- Construction and Maintenance
- Development Assessment Compliance
- Development Engineering
- Development Services Planning
- Drainage Operations
- Flood Recovery
- Footpaths and Bikeways Operations
- Infrastructure Charges
- Parks and Open Space
- Plumbing Services
- Property Trade Services
- Quarries
- Refuse Collection
- Regional Architecture and Heritage
- Regulated Parking
- Roads Operations
- Strategic Infrastructure Planning
- Street Lighting
- Transport and Drainage
- Urban Design and Placemaking
- Waste Management
- Water and Wastewater Infrastructure Services
- Water and Wastewater Operations.

What our community can do

- Report maintenance issues on Council assets
- Cycle, walk or take public transport where possible
- Conserve water, including Implementing water conservation strategies at home
- Reporting illegal dumping, littering and other environmental nuisance complaints
- Plant native trees and flowers on your own property
- Re-use, repurpose and recycle
- Use your smart water meter to monitor your water usage.

PROSPERITY

Economic, social advancement and advocacy

Our Region has a strong and diverse economy. Thriving businesses and industries attract and retain employment opportunities.

Key priorities

3.1	Support for businesses through local procurement.
3.2	Work with peak bodies and representative groups to action initiatives that foster local businesses and generate local jobs.
3.3	Pursue grants consistent with Council's priorities and consider commercial partnerships and private sector funding opportunities.
3.4	Proactively pursue opportunities presented for our Region by the 2032 Olympics and Paralympics.
3.5	Proactively advocate on behalf of the Toowoomba Region for a greater share of Federal and State Government funding consistent with Councils priorities.
3.6	Building stronger State and Federal Government relations.

Key services

- Economic Development
- International Relations
- Media relations
- Strategy and Policy
- Tourism.

What our community can do

- Employ trainees and graduates
- Support local businesses.

PERFORMANCE

Council workforce

Our Council delivers sustainable, quality services with a community focus, where our people enjoy their work, are empowered to undertake their roles, and are valued for their contributions.

Key priorities

4.1	Deliver the Corporate Plan, Operational Plan and budget.
4.2	Continue to pursue prudent financial management and sustainability.
4.3	Delivery of community and customer-focused service.
4.4	Enhance Council's reputation as an employer of choice through values based leadership, fostering collaboration, engagement and trust and nurturing staff.
4.5	A commitment to staff and Councillor safety, health and wellbeing, including mental wellbeing.
4.6	Continuous improvement of business-processes and systems, including community consultation.
4.7	Knowing and managing our risks.
4.8	Implement the Information, Communication and Technology Strategy and Roadmap.
4.9	Progress prioritised transformation and organisation efficiency reviews.
4.10	Review options and costings for a new Council civic/administration centre and action agreed solutions.
4.11	Investigate and report to Council on opportunities to use technology and innovation to improve Council's service delivery.

Key services

- Business Transformation and Strategy
- Customer Service
- Financial Services
- Fleet and Logistics
- Governance and Legal Services
- Information, Communication and Technology
- People, Culture and Engagement
- Project Services
- Property Acquisitions and Leasing
- Private Works
- Workplace, Health Safety and Wellness.

What our community can do

- Register to receive notices and updates via email
- Stay up to date by connecting with us on social media
- Provide feedback to us through community engagement consultation opportunities.

131 872 I info@tr.qld.gov.au I www.tr.qld.gov.au
PO Box 3021 Toowoomba QLD 4350 I Toowoomba Regional Council

Version 2 - administrative amendments adopted by Council 17 February 2026