

Organisational Transformation Program

Program Lead – Organisational Change
Program Lead – Change Communication

Success Profile | October 2026



Introduction

Thank you for your interest in the **Organisational Transformation Program** opportunities with Toowoomba Regional Council.

OnTalent is pleased to be partnering with Toowoomba Regional Council to support the recruitment of:

- Program Lead Organisational Change (Level 8) - Office of the CEO - Transformation Program
- Program Lead Change Communication (Level 8) - Office of the CEO - Transformation Program

These roles present an exciting opportunity to contribute to high-impact work that will help shape the future of Toowoomba Regional Council.

This briefing pack has been developed to provide further information about the organisation, the opportunities and the key requirements of each role.

Once you have reviewed this material, and if you have not already done so, please refer to the [application link](#) for details on how to apply for either or both positions.

We look forward to working with you throughout the recruitment process. Should you have any questions, please feel free to contact:

- **Donna Bliss** or **Kayelle Po'Ona** on 07 3305 5838 regarding the **Program Lead Organisational Change (Level 8)** opportunity
- **Jacinta Messer** on 07 3305 5830 regarding the **Program Lead Change Communication (Level 8)** opportunity.

Applications for both roles will close on **Monday, 19 October 2026**.

Jacinta Messer
Client Partner
OnTalent

Donna Bliss
Client Partner
OnTalent

Our Region

Nestled on the crest of the Great Dividing Range, this region is a haven for foodies, nature lovers, history buffs and culture enthusiasts alike.

At its heart lies Toowoomba, Australia's second-largest inland city, known as the 'Garden City' for its stunning floral displays and lush parks. The region's beauty extends far beyond the city limits, with rolling hills, breathtaking landscapes and quaint towns like Cabarlah, Cambooya and Crows Nest that invite exploration.

Located about 90 minutes west of Brisbane, Toowoomba retains its unique charm, making it an ideal destination for those seeking both urban excitement and rural tranquility.

The Toowoomba Region's story is one of transformation and growth, deeply intertwined with the spirit of Queensland Country. From its humble beginnings as a pastoral settlement in the early 19th century, it has blossomed into a thriving regional hub. Key figures like Allan Cunningham, who explored the area in the early 19th century, played significant roles in its development. Cunningham's discovery of the rich farming and grazing lands of the Darling Downs in 1827 marked the beginning of European interest in the region.



About Us

In 2008, the Toowoomba Region was established as a local government area, amalgamating several smaller local government authorities. This move aimed to create a more unified and efficient administration for the growing region. Today, the Toowoomba Region proudly showcases its heritage through beautifully preserved architecture, fascinating museums, and vibrant cultural festivals.

As you explore the charming streets of Toowoomba and the picturesque countryside, you'll encounter both history and modernity. From the grand old buildings that tell tales of yesteryears to the lively events that celebrate the present, every corner of Queensland Country invites you to discover its unique story.



Our Vision, Mission and Values

Vision

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

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.

Values



ACCOUNTABILITY

We are responsible for our actions and behaviour



SAFETY & WELLBEING

We prioritise health, safety and wellbeing



TEAMWORK

We work collaboratively as one team



HONESTY

We are open, honest and fair



RESPECT

We respect the dignity, beliefs and abilities of everyone

Council Goals



PEOPLE

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.

PLACE

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

PROSPERITY

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

PERFORMANCE

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.

Organisational Transformation Program

The Organisational Transformation Program is a significant, multi-year initiative designed to strengthen Toowoomba Regional Council's ability to deliver sustainable, efficient and customer-focused services for the Region. The program has been authorised by Council and is sponsored by the Chief Executive Officer.

At the heart of the transformation is the vision of One TRC. This vision is focused on bringing people together around shared priorities, greater collaboration and clearer accountability, moving from fragmented service delivery and siloed ways of working towards an enterprise-wide operating model. The program aims to create a more aligned, responsive and future-ready organisation that is better equipped to deliver outcomes for Council, its customers and the broader community.

The transformation will be delivered through a phased approach over approximately 24 months, recognising that meaningful and sustainable organisational change requires careful planning, consultation and implementation.

The program is focused on strengthening organisational capability, improving governance, systems and processes, and fostering a stronger One TRC culture that supports better outcomes for employees, customers, businesses and the Region, both now and into the future.



CEO and General Managers



Chief Executive Officer – Sal Petrocchio OAM

Sal Petrocchio OAM GAICD is a highly respected leader with over thirty years of experience in transport, infrastructure and regulatory reform. From 2014 to 2025, Sal served as Chief Executive Officer of the National Heavy Vehicle Regulator (NHVR) where he transformed the organisation into a trusted, innovative, and customer-focused national regulator. In July 2025, Sal commenced his role as Chief Executive Officer of Toowoomba Regional Council, applying his strategic vision and collaborative leadership approach. His focus is on fostering economic growth, enhancing community engagement and customer experience, and delivering sustainable infrastructure for one of Queensland's most vibrant regions. Sal's career is defined by his commitment to innovation, stakeholder collaboration, building strong organisational cultures and award-winning customer service. At the heart of Sal's leadership philosophy is the belief that high performance comes from empowered, supported people to strengthen organisational resilience and deliver results that matter. His contributions have earned him national recognition, including the Order of Australia Medal and positioned him as a thought leader in transport and regional governance.



Interim General Manager Infrastructure Services – Marie Gales

Marie is highly regarded across the sector and has received multiple awards recognising her leadership in transport and infrastructure. She has consistently delivered innovation and operational excellence and her contributions through various board and committee roles continue to influence industry-wide practice and policy. Marie is also known for her inclusive leadership style, strong advocacy for mentally safe workplaces and her willingness to challenge established processes to drive meaningful improvement. With extensive experience in both local government and the private sector, Marie brings strategic insight and a strong operational perspective that will support the continued growth and performance of the Infrastructure Services Group.



Interim General Manager Environment and Community Services - Matt Torr

Matt is an experienced local government professional with more than 20 years' experience delivering services and leading teams across a diverse range of Council functions. Supported by engineering and business qualifications and Registered Professional Engineer of Queensland (RPEQ) accreditation, Matt has extensive experience in water and wastewater services, parks and open space management, asset management, project delivery and human resource management. Matt is passionate about developing and supporting people, fostering strong organisational cultures and working collaboratively to deliver sustainable outcomes that enhance the livability and prosperity of the community.

General Managers



General Manager Planning and Development Services – Ed Johnson

Ed joined Toowoomba Regional Council after serving as Director of Planning, Growth & Sustainability at Cairns Regional Council. With significant experience in urban and regional planning, he has led major initiatives across public and private sectors throughout Queensland. With a keen eye for collaboration and innovation between government and the development community, Ed is known for bridging the gap between policy and action. Ed is passionate about building on evidence-based policy that is underpinned by community engagement to deliver meaningful change and community understanding to the opportunities and challenges that growth brings to regions. Focused on customer experience, technical excellence and people engagement, Ed leads the Planning & Development Group. Ed and his young family are frequent visitors of Toowoomba's award-winning parks and enjoy weekends away under the stars with a campfire.



General Manager Corporate Services – Ann-Marie Johnston

Ann-Marie was appointed General Manager Corporate Services in May 2022 following an extensive career in financial management across industries including manufacturing, insurance, transport, education, engineering, agribusiness and arts management. A Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors (AICD), she brings strong governance, financial leadership and strategic management capability to the organisation. Ann-Marie is passionate about digital transformation that delivers real and meaningful outcomes. She has led significant organisational initiatives including the Digital Enabling Transformation program, the development of Council's first Customer Experience Strategy, and the introduction of Council's first Graduate Accounting Program. Her leadership has supported improvements in corporate governance, organisational performance and regional economic outcomes, including strengthened local procurement. Ann Marie supports programs that foster age and gender diversity, believing that teams are strongest when they reflect the communities they serve. She has championed women's leadership and workforce development initiatives across Council.

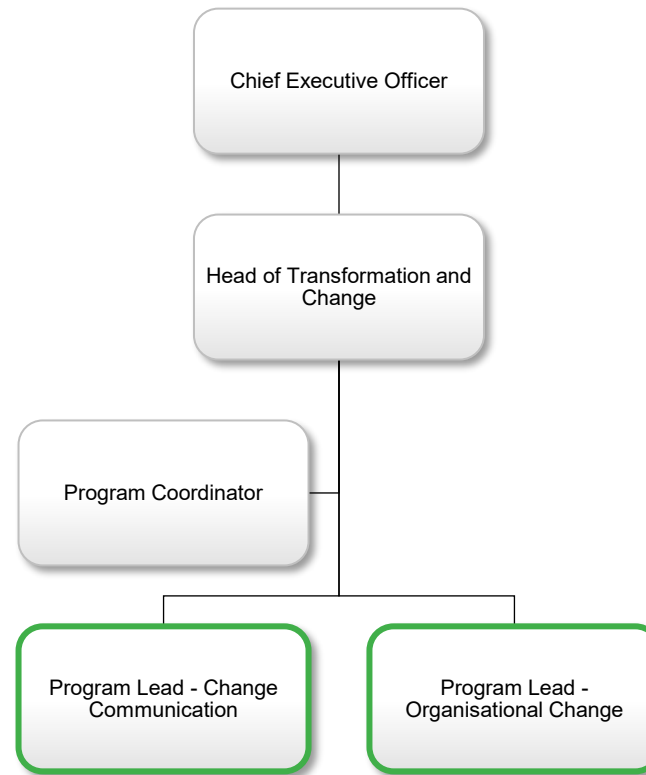


General Manager Water and Waste Services – Jaek Passier

Jaek brings extensive local government experience and over 20 years in the water and wastewater industry. Jaek started his career in 2004 with Toowoomba City Council before working at Cassowary Coast Regional Council as a water engineer. Jaek returned to Toowoomba Regional Council in 2013 as Principal Engineer and then, Manager, Strategic Water Planning and Capital Delivery. Jaek was appointed as General Manager of the Water and Waste Services Group in May 2024. Jaek holds a Bachelor of Engineering (Hons) majoring in Mechatronics and is a Registered Professional Engineer of Queensland (RPEQ) and is on the National Professional Engineers Register (NPER). In his spare time, Jaek enjoys spending time with his wife at their home in Goombungee. He's also an internationally accredited Volleyball Referee and travels extensively to support national and international competitions.



Organisational Structure





Program Lead - Organisational Change

The Program Lead – Organisational Change will lead the organisational change workstream for Toowoomba Regional Council's Transformation Program, helping guide the organisation through a significant period of enterprise-wide change.

Working closely with executive leaders and key stakeholders, the role will drive business readiness, change adoption and capability building to support the successful delivery of transformation outcomes.

The successful candidate will bring experience leading organisational change within complex environments, with a demonstrated ability to influence senior stakeholders, navigate ambiguity and embed sustainable change across people, processes and ways of working.

Job Advertisement: Program Lead - Organisational Change

Shape one of regional Queensland's most significant transformation agendas. Build the capability, culture and change framework that will help create One TRC.

The Opportunity

Reporting to the Head of Transformation and Change, this role sits within the newly established Transformation Program Office and will lead the organisational change workstream across the broader transformation agenda.

This is not a traditional change management role where a framework already exists and implementation has already been planned. Instead, you will help establish Council's enterprise-wide change approach while supporting a transformation agenda spanning organisational realignment, leadership capability, culture, ways of working and long-term organisational effectiveness.

You will work closely with leaders across Council to create practical approaches to change, build organisational capability and introduce meaningful measures that demonstrate adoption, progress and benefits over time.

Key Responsibilities

- Lead the organisational change workstream and support implementation of Council's initial organisational realignment and subsequent branch-level transformation.
- Design and embed a practical enterprise change framework, including fit-for-purpose methodologies, governance, tools, templates and reporting.
- Partner with leaders to assess impacts, build readiness, manage transitions and strengthen their capability to lead and sustain change.
- Help shape the culture, behaviours and ways of working required to support greater collaboration, accountability and the One TRC vision.
- Establish meaningful adoption and benefits measures that provide visibility of progress, stakeholder readiness and long-term transformation outcomes.

About You

You are an experienced organisational change practitioner who has delivered complex transformation, organisational redesign, operating model, workforce or culture change within a large and diverse organisation. You combine strategic thinking with a practical, hands-on approach and are equally comfortable shaping frameworks and influencing senior stakeholders as you are driving implementation and measurable outcomes.

You bring a collaborative, solutions-focused style, partnering with leaders to build capability rather than create dependency. Comfortable with ambiguity, you establish structure where little exists and maintain momentum as priorities evolve. You have the emotional intelligence to meet stakeholders where they are, bringing people on the journey through trust, credibility and genuine engagement.

Capability in benefits realisation, change measurement and enterprise-wide transformation will be highly regarded. Your experience may have been gained within government, higher education, health, infrastructure, utilities, aged care, a large not-for-profit or another complex operating environment.

Why Join?

- Join at the beginning of a major, CEO-sponsored transformation and help shape how Council delivers change into the future.
- Work closely with executive leadership, with the autonomy to build the frameworks, capability and culture that underpin long-term organisational success.
- Establish an enduring internal change capability that equips leaders and supports Council to operate as One TRC.
- Create a lasting organisational legacy that contributes to better outcomes for the communities Council serves.

Job Advertisement: Program Lead - Organisational Change

About You

You are an experienced transformation and change professional who understands how to move organisations from strategy to implementation.

You may come from organisational change management, consulting, organisational development, transformation, project delivery, human resources, business improvement or a related field. Regardless of your background, you have demonstrated experience leading change across large and complex environments.

You will bring:

- Significant experience leading organisational change for complex programs or enterprise-wide initiatives.
- Deep expertise in change impact assessment, stakeholder analysis, readiness planning, adoption planning and benefits realisation.
- Experience designing and implementing enterprise change frameworks, governance approaches and reporting mechanisms.
- Strong business acumen and the ability to understand organisational impacts, risks and dependencies.
- Demonstrated capability influencing senior leaders and stakeholders within complex operating environments.
- Experience coaching leaders and building organisational change capability.
- Excellent communication, stakeholder engagement and relationship management skills.
- Strong judgement, problem-solving capability and comfort working through ambiguity.
- Tertiary qualifications in organisational change management, business, human resources, project management, organisational development or a related discipline. Relevant change management, project management or leadership certification will be highly regarded.
- A current C Class Driver's Licence.

Why this Role

The Toowoomba Region combines rich traditions with bold ambitions. As Australia's second-largest inland city, the region continues to experience significant growth across infrastructure, transport, health, education and industry. Council serves approximately 178,500 residents and employs around 1,600 people dedicated to delivering exceptional outcomes for the community.

This role offers the opportunity to:

- Contribute to a high-profile enterprise transformation program.
- Partner directly with senior executives and influential leaders.
- Help shape future organisational culture, capability and ways of working.
- Lead meaningful change that improves outcomes across the organisation.
- Build lasting capability that supports long-term organisational sustainability and success.

One TRC

At the heart of the Organisational Transformation Program is a commitment to becoming **One TRC**.

One TRC is about creating a more aligned, accountable and responsive organisation. It means reducing barriers between teams, strengthening collaboration, improving decision-making and bringing people together around a shared purpose and common goals.

The transformation is focused on creating a stronger organisation that is better equipped to serve the Region into the future.



Program Lead - Change Communication

The Program Lead – Change Communication will play a pivotal role in helping shape how stakeholders experience and engage with one of the most significant transformation programs undertaken by Toowoomba Regional Council.

Working across communication, engagement and stakeholder initiatives, the role will support the delivery of a stronger One TRC culture by building awareness, understanding and commitment to change. We are seeking an experienced communication and engagement professional with a track record of supporting large-scale organisational change.

Candidates may come from change communication, internal communication, employee engagement, corporate affairs, stakeholder engagement or related disciplines, with experience partnering with senior leaders to deliver impactful communication and workforce outcomes.

Job Advertisement: Program Lead - Change Communication

Every transformation has a plan. But successful transformation happens when people understand it, believe in it, and want to be part of it.

Toowoomba Regional Council is embarking on one of the most significant organisational transformation programs in its history. As Program Lead - Change Communication, you will play a central role in shaping how more than 1,600 employees experience that journey. The role sits within the CEO's Transformation Program and will work closely with senior leaders to build understanding, trust, engagement and momentum across the organisation.

The Opportunity

This is not a traditional communications role. You won't be writing media releases or managing external campaigns. Instead, you'll partner with the CEO, Executive Leadership Team and leaders across Council to translate complex change into clear, compelling and meaningful communication. You'll develop communication and engagement strategies, coach leaders, build workforce understanding, and help bring the vision of One TRC to life.

Key responsibilities

- Lead communication and engagement strategies that support the successful delivery of Council's Organisational Transformation Program.
- Partner with the CEO, Executive Leadership Team and senior leaders to deliver clear, consistent and impactful messaging.
- Develop and deliver strategic communication campaigns that build understanding, trust and engagement across the workforce.
- Translate complex change initiatives into compelling, accessible and meaningful communications for diverse audiences.
- Measure workforce engagement and communication effectiveness, using insights to continuously improve outcomes and participation.

About You

You might have a background in:

- Internal Communication
- Employee Engagement
- Change Communication
- Corporate Affairs
- Strategic Communication
- Stakeholder Engagement

Most importantly, you've worked in complex environments where communication has been critical to the success of organisational change. You're comfortable working with senior leaders, influencing stakeholders and translating complexity into messages that resonate with people. You know that effective communication is never just about sending messages. It's about creating understanding, trust and action.

Why Join?

- Help shape one of the most significant organisational transformation programs in Toowoomba Regional Council's history, working directly alongside the CEO and Executive Leadership Team.
- Create the communication and engagement approach that brings the One TRC vision to life for more than 1,600 employees across the region.
- Leave a lasting legacy by helping build a stronger, more connected and future-ready Council that will serve the region for years to come.
- Use your storytelling, engagement and influencing skills to guide people through change and help shape the employee experience of transformation.

Job Advertisement: Program Lead - Change Communication

About You

You are a strategic communication professional who understands that successful transformation is ultimately about people.

You may come from organisational change communication, internal communication, employee engagement, corporate affairs, public relations, stakeholder engagement or a related field. Regardless of your background, you bring demonstrated experience helping large and complex organisations navigate change while building confidence, trust and engagement.

You will bring:

- Significant experience leading communication and engagement activities within complex organisations.
- Experience supporting transformational change programs or enterprise-wide initiatives.
- Advanced written and verbal communication skills, including the ability to translate complex concepts into clear and engaging content.
- Strong stakeholder engagement and influencing capability across multiple organisational levels.
- Experience providing communication advice to senior executives and leaders.
- The ability to understand workforce sentiment and stakeholder priorities and develop targeted communication approaches that drive engagement and participation.
- Strong planning, prioritisation and project management capability.
- A collaborative, proactive and outcomes-focused approach.
- Tertiary qualifications in Communications or a related discipline, or an equivalent combination of extensive experience and expertise.
- A current C Class Driver's Licence.

Most importantly, you will be motivated by the opportunity to help shape the employee experience of organisational transformation and contribute to building a stronger, more connected and future-ready Council.

Why this Role

The Toowoomba Region is built on rich traditions and bold ambitions. As Australia's second-largest inland city, the region continues to experience significant growth across health, education, transport, infrastructure and industry. Toowoomba Regional Council serves a population of approximately 178,500 residents and employs around 1,600 passionate people committed to delivering exceptional outcomes for the community.

This role offers the opportunity to:

- Contribute to a transformation program with organisation-wide impact.
- Work directly with senior executives and influential leaders.
- Help shape the future culture and ways of working of a major regional organisation.
- Lead communication and engagement initiatives that genuinely influence organisational outcomes.
- Join a high-profile transformation program focused on delivering long-term, sustainable change.

One TRC

At the heart of the Organisational Transformation Program is a commitment to becoming **One TRC**.

One TRC is about working together with greater alignment, accountability and responsiveness. It means moving beyond individual teams and functions to focus on what is best for Council, its customers and the community. The transformation is designed to create a more collaborative, connected and sustainable organisation that is better equipped to deliver for the Region now and into the future.



Our Process

At OnTalent, we specialise in partnering with purpose driven organisations to identify and secure exceptional leadership and we are pleased to be working with Toowoomba Regional Council on this recruitment project.

Our approach is deliberate, strategic and people centred. Every step of our process is designed to ensure alignment between candidate capability and organisational purpose. From understanding the culture and objectives of our clients to engaging and assessing talent in a considered and thorough way, we don't cut corners.

We are deeply committed to creating inclusive and equitable recruitment experiences. Our process is built to reduce bias and support diverse representation at all stages. We will work closely with you to ensure we are able to create an inclusive, fair and accessible pathway for you throughout the process. We encourage all candidates to discuss their individual circumstances with our team at any time.

Our recruitment process is built to deliver results that last.



If you have questions about this role, please reach out to one of the team below.
We welcome your application via the apply button on the [OnTalent Website](#).

Jacinta Messer
Client Partner
OnTalent
07 3305 5830



Donna Bliss
Client Partner
OnTalent
07 3305 5838

