



**TOOWOOMBA
REGION**

CORPORATE PLAN 2019 - 2024



Rich traditions. Bold ambitions.

Toowoomba Regional Council



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ACKNOWLEDGEMENT

Toowoomba Regional Council would like to acknowledge the Traditional Owners of the region and recognise that this land is part of their traditional homelands.

Thank you to everyone who contributed to the development of this plan.





Mayor Paul Antonio and Chief Executive Officer (CEO) Brian Pidgeon

MESSAGE FROM THE MAYOR AND CEO

Perched on the crest of the Great Dividing Range, the Toowoomba Region continues to offer residents an unparalleled lifestyle.

Warm, family-friendly and colourful, our region boasts the second largest regional council in Queensland with a population of approximately 166,000.

An area entrenched in history, the region continues to thrive. Given our strategic location, the region is emerging as a significant freight hub for road, rail and air.

The region has experienced significant infrastructure investment in recent years with the redevelopment and expansion of Grand Central Shopping Centre, opening of the Pulse Data Centre and Toowoomba Technology Park, completion of the Toowoomba Second Range Crossing and commencement of flights from Toowoomba Wellcamp Airport and Business Park.

The undertaking of these major projects show unprecedented faith in the region and this infrastructure boom is set to continue with developments such as the InterLinkSQ Intermodal Freight and Logistics Centre and Inland Rail Project. In conjunction with these projects, Council will continue to integrate good planning and sustainable infrastructure networks to enhance the liveability of our communities.

These major developments will substantially elevate Toowoomba Region's economic role and enhance its competitive advantages and strengths in agriculture, freight and logistics and, knowledge.

While we welcome the region's ongoing expansion, it is essential we protect the quality of life our residents desire. We need to retain a strong and diverse economy that lets businesses flourish and allows industry to attract and retain employment opportunities.

We will advocate for sustainable and innovative practices to conserve our natural assets and rich agricultural land.

The education, health and agricultural industries remain the backbone of our community. To ensure these industries succeed we will continue to provide a clean, safe and welcoming region that has seen us voted as one of Queensland's most liveable cities on multiple occasions.

With growth comes change, and as such it is vital Toowoomba Region positions itself strategically to be able to take advantage of these opportunities, whilst having the necessary infrastructure and services in place to sustain this growth.

In local government it is our responsibility to provide the framework for our communities to prosper, but we can only achieve this through productive engagement with our residents, ensuring their concerns and thoughts are taken into consideration before making decisions.

The 2019-2024 Corporate Plan sets out Council's vision for the next five years, and outlines how we plan to support a safe, healthy and engaged region. This document provides a template of our values as an organisation and the policies and procedures required to ensure good governance. Our region's values and ideas will be reflected through our ethical decision-making.

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

Paul Antonio
Mayor

Brian Pidgeon
Chief Executive Officer

COUNCILLORS AND THEIR PORTFOLIOS



Cr Paul Antonio
**MAYOR, CHAIR -
 ECONOMIC DEVELOPMENT COMMITTEE**
P 07 4688 6433 **M** 0429 954 109
E paul.antonio@tr.qld.gov.au



Cr Carol Taylor
**DEPUTY MAYOR,
 CHAIR - INFRASTRUCTURE COMMITTEE**
P 07 4688 6615 **M** 0417 723 948
E carol.taylor@tr.qld.gov.au



Cr Nancy Sommerfield
CHAIR - WATER & WASTE COMMITTEE
P 07 4688 6605 **M** 0499 774 278
E nancy.sommerfield@tr.qld.gov.au



Cr Geoff McDonald
**CHAIR - ENVIRONMENT &
 COMMUNITY COMMITTEE**
P 07 4688 6784 **M** 0499 774 276
E geoff.mcdonald@tr.qld.gov.au



Cr Megan O'Hara Sullivan
**PORTFOLIO LEADER - FINANCE &
 BUSINESS STRATEGY**
P 07 4688 6794 **M** 0477 071 824
E megan.o'harasullivan@tr.qld.gov.au



Cr James O'Shea
PORTFOLIO LEADER - INFRASTRUCTURE
P 07 4688 6406 **M** 0474 074 824
E james.o'shea@tr.qld.gov.au



Cr Mike Williams
**CHAIR - FINANCE & BUSINESS
 STRATEGY COMMITTEE**
P 07 4688 6421 **M** 0428 182 976
E mike.williams@tr.qld.gov.au



Cr Bill Cahill
PORTFOLIO LEADER - WATER & WASTE
P 07 4688 6782 **M** 0419 908 083
E bill.cahill@tr.qld.gov.au



Cr Chris Tait
**CHAIR - PLANNING &
 DEVELOPMENT COMMITTEE**
P 07 4688 6793 **M** 0499 774 274
E chris.tait@tr.qld.gov.au



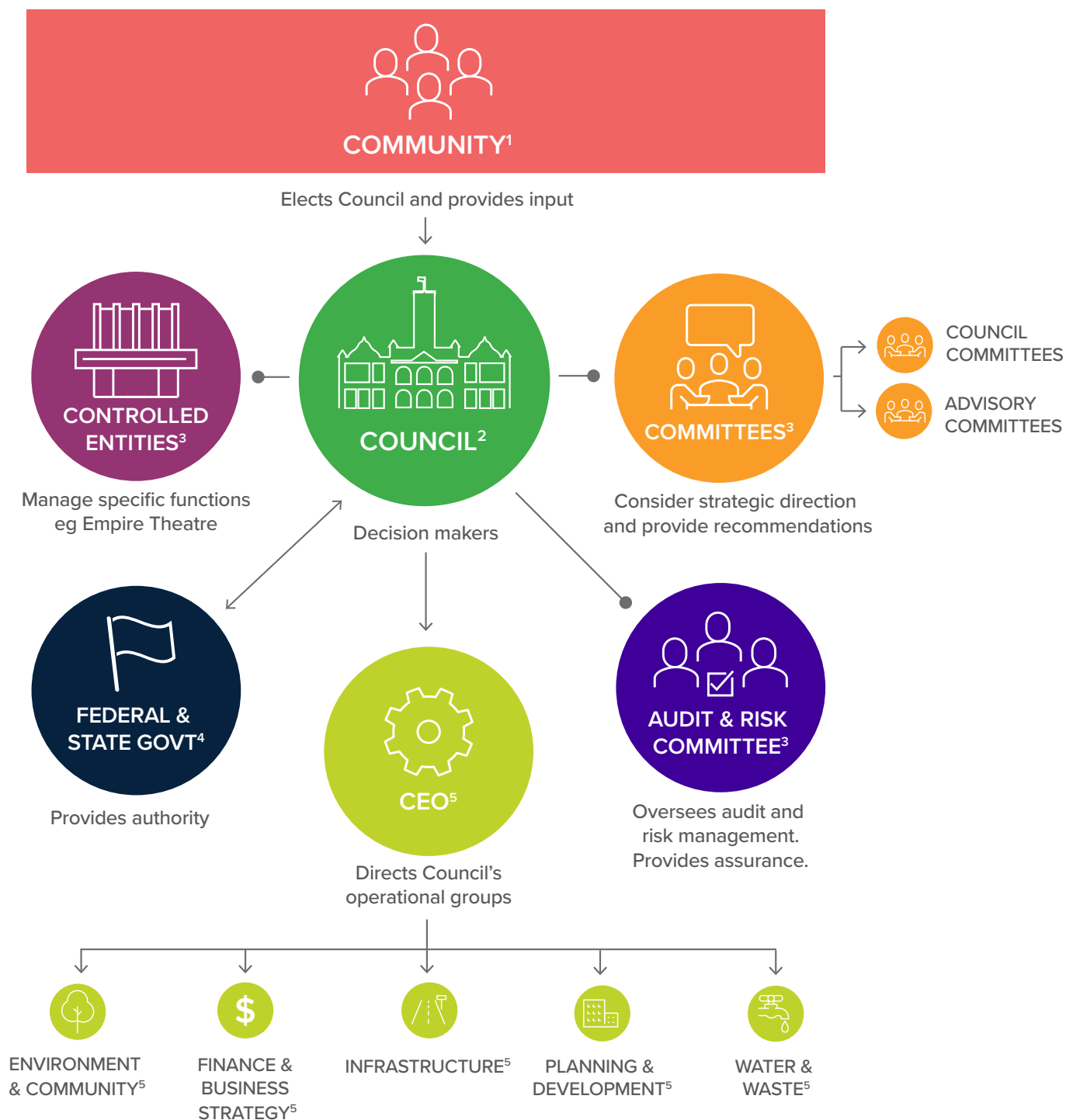
Cr Joe Ramia
**PORTFOLIO LEADER - ENVIRONMENT
 & COMMUNITY**
P 07 4688 6783 **M** 0491 490 900
E joe.ramia@tr.qld.gov.au



Cr Anne Glasheen
**PORTFOLIO LEADER - PLANNING
 & DEVELOPMENT**
P 07 4688 6800 **M** 0408 718 720
E anne.glasheen@tr.qld.gov.au



GOVERNANCE STRUCTURE



1. The **community** elects the Council and provides input to determine the region's priorities.
2. **Council** establishes priorities and considers recommendations received from its Committees.
3. **Committees*** consider the strategic direction for the region, within specialised areas, and provide recommendations to Council. A few specific functions within the region are managed by **controlled entities** established by Council including Jondaryan Woolshed, Empire Theatre and, Toowoomba and Surat Basin Enterprise (TSBE). The **Audit and Risk Committee** oversees the activities of audit and provides an independent, external review of Council's governance and internal control frameworks.
4. **Federal and State Government** provide authority to Council through legislative instruments.
5. Through the **Chief Executive Officer (CEO)**, Council decisions are carried out. The CEO also provides Council with advice on priorities and strategic direction and oversees Council's operational groups.

*Current committees can be viewed at www.tr.qld.gov.au/committees



EXECUTIVE LEADERSHIP TEAM



Brian Pidgeon
CHIEF EXECUTIVE OFFICER
Branches:
• Governance & Legal Services.



Mike Brady
GENERAL MANAGER
- Infrastructure Services Group
Branches:
• Construction & Maintenance
• Plant & Fleet
• Project Services
• Transport & Drainage Planning.



Damian Platts
GENERAL MANAGER
- Water & Waste Services
Branches:
• Water Infrastructure Services
• Water Operations
• Water Project Services
• Waste Services.



Arun Pratap
GENERAL MANAGER
- Finance & Business Strategy
Branches:
• Customer Service
• Financial Services
• Information, Communications & Technology
• People & Organisational Development
• Service Improvement
• Stakeholder Engagement & Communication.



Nick Hauser
GENERAL MANAGER
- Environment & Community Services
Branches:
• Community Development, Facilities & Tourism
• Environmental Health Services
• Library & Cultural Services
• Parks & Recreation Services
• Property Services.



Stewart Somers
GENERAL MANAGER
- Planning & Development
Branches:
• Development Services
• Development Engineering & Plumbing
• Regional Architecture & Heritage
• Strategic Planning and Economic Development.



TOOWOOMBA REGION

Toowoomba Regional Council covers an area of 12,973 km² and includes the main urban centre of Toowoomba, the regional centres of Oakey, Pittsworth, Millmerran, Highfields, Crows Nest, Clifton, Greenmount and Yarraman, along with numerous smaller townships. The region is located in South East Queensland approximately 125km west of Brisbane and our region is the gateway to the Darling Downs.

Traditional Aboriginal language groups in the Toowoomba Region include the Barunggam, Jarowair, Giabal and Keinjan groups.

Toowoomba has built upon its Garden City image, and has become the hub of one of Australia's most attractive regions blending the best of both a 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 is attracting new residents and business investment.

Toowoomba Regional Council is the eighth largest local government area in Queensland with an estimated population of 166,045 persons as at 30 June 2017.

Population projections to the year 2051 suggest that the region will grow to a population of around 235,851 residents which equates to an annual population growth of approximately 1.0% from 2016.

Since 2006, the average age of the population has increased by 2 years, to 38 years in 2016. Consistent with this trend is the growing percentage of the population aged 65 years and over living within the region. This is anticipated to grow from 17.2% of the population in 2016 to 23.9% by 2051.

The Toowoomba Region has experienced increasing cultural diversity over the last decade and this is predicted to continue into the future. In 2011 the number of residents born overseas was 15,753 or 10.4% of the total population and 5.3% were from non-English speaking backgrounds. In 2016, 18,772 residents of the Toowoomba Region (or 11.7% of the population) were born overseas.

The Toowoomba Region's economy has grown from its agricultural foundation to host Australia's second largest inland city, servicing South West Queensland and some areas of northern New South Wales. The city's significant education and health anchors continue to reinforce this major city role. The Toowoomba Region contributes approximately 3.38% (\$10.5 billion) of Queensland's Gross Regional Product of \$310 billion. Economic growth for the year ending 30 June 2017 was approximately 6.2%, far exceeding Queensland's growth of 2.4%.

In 2016/17 the industry sectors that drove the region's economy in terms of exports, employment and value-adding were mining, manufacturing (food products), construction, education, health and agriculture.

"...Economic growth for the year ending 30 June 2017 was approximately 6.2%, far exceeding Queensland's growth of 2.4%."

Agriculture remains a key contributor to the region's economy. Some \$728 million is contributed from key outputs such as grain, poultry, cotton, beef, pork and dairy.



THE CORPORATE PLANNING PROCESS

The Toowoomba Regional Council Corporate Plan 2019-2024 outlines the vision, goals, outcomes and strategic actions to ensure the region's future needs and aspirations can be 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 strategic actions identified in the Corporate Plan form the basis of Council's annual Operational and Financial Plans.

At the conclusion of each financial year, Council will document in its 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*.

How the Plan was developed

Council took an inclusive approach to prepare this Corporate Plan.

Council established an internal working group to ensure the Plan met the needs of the broader organisation. Executive Management and Councillors agreed on a strategic approach and the incorporation of:

- feedback received during the life of the 2014-2019 Corporate Plan
- review of existing Council policies and plans
- work conducted with the regional branding of 'Rich Traditions. Bold Ambitions'
- results of the recent Community Survey which encouraged community participation to establish the direction and aspirations for the region.

The next stage in the process included community consultation to ensure that the community's views, desired outcomes and aspirations were included. Engagement with the following stakeholder groups was undertaken:

- Councillors
- Council's Chief Executive Officer, management team and officers
- Representatives of business organisations
- Representatives from community, cultural, social

service and education sectors

- Community organisations including cultural, heritage and environmental groups
- State government representatives.

Using the findings from these activities, a draft Plan was developed and presented to Councillors for adoption.

Working in collaboration

Toowoomba Regional Council values collaboration and acknowledges the additional benefits that can be generated through working in partnership with stakeholders and the community. Council recognises that in some instances the outcomes identified in the Corporate Plan can only be achieved through collaboration with other levels of government, agencies, organisations and members of the community.

Measuring success

Delivery of the Corporate Plan will be measured by the linkage between this Plan's Strategic Actions and Operational Plan actions. All Strategic Actions are represented in the Operational Plan including key milestones and key performance indicators. Quarterly progress reports are presented at Ordinary Meetings of Council detailing whether a Corporate Plan Goal is on track, being monitored or off track.

✓	On Track	Actions are 85% complete or greater
!	Monitor	Actions are less than 85% and greater than or equal to 50% complete
✗	Off Track	Actions are less than 50% complete

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. There will also be instances where Council's role will be to monitor results to inform future planning.

WHAT DO WE STAND FOR?



VISION

The Toowoomba Region is a vibrant, inclusive and liveable region where respect for tradition and diversity is embraced.



CONNECTIVITY

We all feel a genuine connection to the region.
A sense of pride and an emotional link.



DIVERSITY

To some of us it's the diversity of the people or landscape.



LIVEABILITY

We're happy here and feel like we belong.
We like the climate, the people and the culture.



TRADITION

There is a very real respect for the tradition and history of our region.

MISSION

We partner with the community through authentic leadership and responsible governance to ensure a sustainable and bright future for our region.

VALUES

Accountability | Safety and wellbeing | Teamwork | Honesty | Respect

GOALS



PEOPLE

Council supports a safe, healthy and engaged region. We create opportunities for people to connect and belong. We are proud of our unique and diverse communities.



PLACE

Council supports sustainable and innovative practices to conserve our valuable natural assets and rich agricultural land. Our environment is protected for future generations to enjoy.



SUSTAINABILITY

Council integrates good planning and sustainable infrastructure networks to enhance our communities. Our infrastructure is well-maintained and enables growth into the future.



PROSPERITY

Our region has a strong and diverse economy. Flourishing businesses and industries attract and retain employment opportunities. Rich traditions and bold ambitions continue to drive our region.



PERFORMANCE

Our diverse region's values are reflected through ethical decision-making and good governance. Our approach to improvement and innovation enhances customer experience.

The following pages outline Council's goals, outcomes and strategic actions. There are five goals that Council will focus on to achieve the long term vision for the Toowoomba Region. These goals ensure that environmental, social, cultural, economic and governance considerations underpin all strategic and operational decision making by the Council. Outcomes are identified for each goal and there are a number of strategic actions identified to achieve each outcome. The strategic actions will be implemented through integrated strategic and operational planning and delivery.



PEOPLE

Council supports a safe, healthy and engaged region. We create opportunities for people to connect and belong. We are proud of our unique and diverse communities.



GOAL 1: PEOPLE

Outcomes	Strategic actions
1.1 Connected and inclusive communities	1.1.1 Partner with agencies, organisations, volunteers and our community to deliver effective community information and education programs to encourage participation to enhance the region's liveability.
	1.1.2 Identify, promote and grow opportunities for arts, cultural expression and the development of creative industries.
	1.1.3 Provide equitable access, and advocate for, a range of services, programs and facilities to address the marginalised and foster inclusion.
	1.1.4 Build social capital through the provision of accessible community infrastructure and programs.
	1.1.5 Implement effective and genuine community consultation processes that enable participation, engagement and collaboration.
1.2 Community participation and active lifestyles	1.2.1 Plan and provide community facilities and programs to meet the needs of our diverse community and enable regional development.
	1.2.2 Provide contemporary library facilities and services across the region to support the community.
	1.2.3 Plan and provide facilities and programs that enable participation in sport and recreation.
	1.2.4 Establish partnerships with stakeholders to increase opportunity in sport, recreation, cultural and community activity.
	1.2.5 Strengthen and promote a calendar of regional and local events.
1.3 Safe, healthy and well communities	1.3.1 Maintain and improve health standards including food safety and public health.
	1.3.2 Improve community safety through effective design, information and programs.
	1.3.3 Enhance disaster management preparedness and capability in collaboration with the community and agencies.





PLACE

Council supports sustainable and innovative practices to conserve our valuable natural assets and rich agricultural land. Our environment is protected for future generations to enjoy.



GOAL 2: PLACE

Outcomes	Strategic actions
2.1 Healthy and resilient natural and agricultural environments	2.1.1 Build community awareness and participation in natural and agricultural land conservation.
	2.1.2 Ensure planning supports economic development while protecting and enhancing high quality agricultural lands, scenic amenity and community, environmental and heritage values.
	2.1.3 Advocate for, develop and implement environmental strategies that protect and enhance living assets in urban, natural and agricultural landscapes.
2.2 Enhanced urban environments and open spaces	2.2.1 Plan and implement urban improvement works which enhance local character and identity, conserve and improve the region's streetscapes and provide iconic parkland.
	2.2.2 Plan and provide an integrated and accessible network of open space, parkland, trails, corridors and natural areas including recreational waterways.
	2.2.3 Identify, facilitate and promote community-led place making and activation of public places and, opportunities to enhance and activate the urban environment.
2.3 Well-planned and connected liveable communities	2.3.1 Undertake integrated strategic land use, infrastructure planning and urban design to manage growth in a financially sustainable manner that enhances liveability.
	2.3.2 Plan centres and townships to reflect a strong sense of identity while supporting employment, participation and housing choice.
	2.3.3 Ensure development aligns with community sentiment, through effective and efficient assessment, with the planning scheme, planning instruments, codes and legislation.
	2.3.4 Partner with industry to implement a standard for development that is appropriate for the local context.
	2.3.5 Undertake broad scale planning for natural hazards to mitigate future risk.





SUSTAINABILITY

Council integrates good planning and sustainable infrastructure networks to enhance our communities. Our infrastructure is well-maintained and enables growth into the future.

GOAL 3: SUSTAINABILITY

Outcomes	Strategic actions	
3.1 Strategic asset management	3.1.1	Develop and implement Strategic Infrastructure and Asset Management Plans that meet the needs and priorities of Council, the community and industry.
	3.1.2	Investigate and implement more effective and efficient processes and systems that focus on energy and operational improvements
3.2 Essential infrastructure and services	3.2.1	Implement water sensitive urban design and stormwater management approaches that enhance natural systems and ensure a flood resilient region.
	3.2.2	Plan, deliver and manage efficient and sustainable, high quality water systems.
	3.2.3	Advance water efficiency and security ensuring total water cycle management and innovation.
	3.2.4	Plan, deliver and manage efficient, integrated and sustainable waste and resource recovery services and reduction of emissions from landfill.
	3.2.5	Minimise environmental impacts through consumer education and engagement.
	3.2.6	Plan, deliver and manage high quality sewerage networks and treatment facilities.
3.3 Integrated transport networks and systems	3.3.1	Plan for Toowoomba Region to be a strategic transport and logistics hub of regional and national significance.
	3.3.2	Improve safety, serviceability and efficiency of the region's road network and integrated transport system.
	3.3.3	Implement the Sustainable Transport Strategy including a safe walking, cycling and public transport network.
	3.3.4	Plan and deliver safe, sustainable and efficient aerodrome services.
	3.3.5	Plan and regulate parking to meet the needs of community and business.





PROSPERITY

Our region has a strong and diverse economy. Flourishing businesses and industries attract and retain employment opportunities. Rich traditions and bold ambitions continue to drive our region.

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GOAL 4: PROSPERITY

Outcomes	Strategic actions
4.1 Diverse, innovative and resilient economy	4.1.1 Plan to ensure Toowoomba City is connected to a network of rural towns to make a vibrant region.
	4.1.2 Partner with stakeholders to implement the Toowoomba Region Economic Development Strategy.
	4.1.3 Leverage the opportunities inherent in major regional, state and national projects.
	4.1.4 In partnership promote the region by supporting the growth of new and existing businesses.
	4.1.5 Ensure planning and infrastructure supports future economic growth of strong, viable and diverse economic clusters, regional centres and townships.
	4.1.6 Continue to promote the region as a business, tourism, lifestyle and cultural destination.
	4.1.7 Identify and plan civic projects that promote the region, stimulate economic development and enhance identity.





PERFORMANCE

Our diverse region's values are reflected through ethical decision-making and good governance. Our approach to improvement and innovation enhances customer experience.

GOAL 5: PERFORMANCE

Outcomes	Strategic actions
5.1 Leadership and governance for regional success	5.1.1 Foster a positive performance-driven culture that embraces Council's Mission, Values and Behaviours.
	5.1.2 Maintain and improve a healthy, safe and well organisation utilising SafeTRC.
	5.1.3 Ensure leadership and decision making is transparent, accountable and represents the current and future interests of the region.
	5.1.4 Develop, implement and communicate local laws, policies, standards and codes to achieve regulatory compliance.
	5.1.5 Provide assurance through effective governance, audit and risk management practices.
	5.1.6 Maintain sustainable financial management and effective procurement practices.
	5.1.7 Support business operations through integrated strategic human resource management practices.
	5.1.8 Implement integrated strategic planning approaches across Council.
	5.1.9 Ensure that Council entities provide assurance through effective governance practices and that business probity checks are undertaken.
5.2 Innovative and effective service delivery	5.2.1 Identify and implement innovative process and system enhancements facilitating improved decision making and operational success.
	5.2.2 Deliver contemporary customer experience that aligns with the expectations of our customers and community.
	5.2.3 Develop and implement an organisational culture strategy.
	5.2.4 Implement contemporary human resource practices and organisational development to attract and retain a skilled workforce.
	5.2.5 Foster collaborative working environments to support integrated innovation and entrepreneurial approaches where appropriate.
	5.2.6 Implement reliable and contemporary information, knowledge and management systems.





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

