

ANNUAL REPORT 2009 - 2010



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Welcome to Toowoomba Regional Council's 2009/10 Annual Report

The 2009/10 Annual Report provides important information of the council's achievements, challenges and performance in implementing its corporate plan and delivering our vision.

The Report was adopted by Council at its Ordinary Meeting on 16 November 2010.

Our Vision

The Toowoomba Regional Council area is vibrant, culturally-diverse, environmentally rich and economically dynamic Region that embraces the future while respecting the past.

Mayor's message

The 2009/10 financial year has been a period of progress and consolidation for the Toowoomba Regional Council as we move beyond our transition phase.

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CEO's message

The Toowoomba Regional Council has now moved into its second year of integrated operations. We have worked hard over the past 12 months to successfully manage growth and change...

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Profile of our region

The Toowoomba Regional Council (TRC) area is situated on the Great Dividing Range in South-East Queensland, strategically located at the junction of the Warrego, New England and Gore highways. With a diverse economy and in close proximity to Brisbane and the Sunshine and Gold coasts, it offers the best of both urban and regional environments. The TRC area enjoys a unique position at the heart of the productive Darling Downs and is the gateway to the resource-rich Surat Basin Energy Precinct.

Of the 74 Queensland Local Governments, the TRC is ninth largest in population, following Brisbane, the Gold Coast, Moreton Bay, the Sunshine Coast, Logan, Townsville, Cairns and Ipswich.

Toowoomba is the economic and commercial hub of the Darling Downs. It services a diversity of primary and secondary industries and plays a significant role in the economic development of a large area of southern and south western Queensland.

As one of Australia's largest inland cities, Toowoomba offers the best of both worlds - a lifestyle in harmony with nature and relaxation, coupled with metropolitan-standard facilities and events.

Facts and Figures

- Population: 159,098
- Area: 12,973 sq km
- Estimated number of employed persons: 78,782 (March Quarter 2010)
- Unemployment rate: 3.1% (March Quarter 2010). This compares favourably with averages for Brisbane (5.1%), Queensland (5.6%) and Australia (5.6%).
- Estimated Gross Regional Product (GRP) increased by 7.3% to \$7.4 billion in 2008/09.
- Persons staying overnight: approximately 1,039,000 annually
- Holiday visitors: approximately 313,000 annually
- Budget: \$490.3 million made up of Operational expenditure \$218.2 million, Capital expenditure \$265.6 million and Loans \$6.5 million
- Rateable Properties: 65,552
- Roads: 9650 km
- Parks and Reserves: 3387 ha
- Water treated: Bores – 4,503 ML, Dams - 6310 ML
- Wastewater treated: 7,761 ML of which 2,062 ML was recycled to industry



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Our councillors

Caption: Toowoomba Regional Councillors. Standing; Cr Ann Glasheen, Cr Bill Cahill, Cr John McVeigh, Cr Mike Williams, Cr Noel Strohfeldt, Cr Peter Marks. Seated; Cr Ros Scotney, Cr Paul Antonio, Cr Peter Taylor (Mayor), Cr Carol Taylor, Cr Joe Ramia

Council process

Following the quadrennial Local Government Election in 2008, Council adopted a "one committee" system with all eleven councillors members of the Committee. The Committee is called "The Committee of the Council". It meets on the second Tuesday of the month and the day following, i.e. Wednesday to consider officers' reports and to make recommendations to Council. These recommendations and other matters are considered at Ordinary Meetings of Council. These meetings occur on the third Tuesday of the month and are held, in rotation, at the various service centres in the region.

The business of council has been divided into ten portfolios with each councillor being assigned a portfolio, with the exception of the Mayor. Each councillor is referred to as the Portfolio Leader of their particular portfolio and is the spokesperson on matters relating to that portfolio.

Councillor portfolios

Corporate Services	Cr John McVeigh
Cultural, Heritage and Facilities Services	Cr Ros Scotney
District Services	Cr Anne Glasheen
Engineering Services	Cr Carol Taylor
Environmental and Community Services	Cr Bill Cahill
Finance and Sporting Services	Cr Mike Williams
Planning and Development Services	Cr Peter Marks
Strategic Services	Cr Noel Strohfeldt
Tourism, Events and Parks Services	Cr Joe Ramia
Water Services	Cr Paul Antonio



Mayor's message



Looking to a future with great optimism

The 2009/10 financial year has been a period of progress and consolidation for the Toowoomba Regional Council as we move beyond our transition phase. We are also now more than halfway through our four-year term, and while much good work has already been done, it is expected to take some years to reach optimum operation across the region.

The most significant infrastructure undertaken during the past year has been the completion and commissioning of the Wivenhoe water pipeline. The finalisation of the CBD Master Plan for the Toowoomba city centre with widespread public input provides a great vision for the future of this very liveable green city. Council has endorsed plans to upgrade the Toowoomba Airport and ongoing lobbying for the Toowoomba Bypass project is continuing with the support now gained from the Council of Mayors South-East Queensland (COMSEQ) as well as councils to the west, businesses and the public. During the year, delegations have been taken to Canberra to the current government and the opposition party members outlining the national importance of this infrastructure.

Toowoomba aerodrome

Following a council submission, the State Government announced \$4.7 million in its budget towards the project with council already allocating \$5.3 million, allowing council to fast-track the \$10 million upgrade.

Improvements to the aerodrome and an extended runway will increase safety for existing users, open up the objective of regional passenger services using larger turbo-prop aircraft and support increased business activity associated with development in the Surat Basin.

A project team has been established to engage with key airside operators and community members, with construction to be undertaken within the second half of the 2010/11 financial year.

Wivenhoe pipeline

Securing a long-term water supply for 61,000+ properties connected to Toowoomba's water supply has been a top priority for this council.

TRC negotiated acquisition of the \$187 million pipeline from Wivenhoe Dam to Lake Cressbrook. This gives water surety to all residents and businesses connected to the Toowoomba water supply.

The Wivenhoe pipeline has the capacity to pump 12,000 MGL of water up the range every year and extra capacity when needed in the future.

Successful water supply negotiations with the State Government and the Queensland Water Commission secured a 10-year contract on water pricing.

As a result of the new pipeline and some rainfall, council has been able to ease water restrictions for residents.

Toowoomba bypass

An upgraded business case for the Toowoomba bypass is being developed. With the support of COMSEQ as well as many other interest groups, we are continuing to lobby the State and Federal governments.

I met the former Prime Minister Kevin Rudd, other senior government ministers and officials in Canberra regarding the importance of this project as well as the need to improve the Warrego Highway.

New planning scheme

A Strategic Directions initiative or Community Plan now finalised will steer planning decisions and form the basis for the Toowoomba Regional Planning Scheme.

Council officers are preparing a single regional planning scheme which is due for completion in December 2011.

This plan will replace the eight former town planning schemes in place across the region and lead to more efficient development of the area and guide the various uses.

Toowoomba City Centre Master Plan

The plan seeks to achieve a coherent and sustainable vision for the future of the city centre, involving input from government, industries,

stakeholders and the Toowoomba community.

Future development, location of city green space, recreation and council service locations are a priority.

Implementation of the plan will require a combination of government and private funding to realise the community's vision over many years.

Regional Economic Development Board

Established in mid-2009, the 11-member body is charged with providing council with high-level strategic advice on economic issues and representing the region's interests.

The board ensures a clear and constant focus on sustainable economic and business growth throughout the region and in providing assistance to council advocating for the region's considerable infrastructure needs.

New citizens

During the year, residents from many countries decided to become Australian citizens. I conducted citizenship ceremonies for 281 residents who will contribute significantly to our community.

Events/Toowoomba Carnival of Flowers

Numerous successful festivals and events were conducted across the region during the year. Many are supported by council as they are important to our social and economic fabric.

The 60th Carnival of Flowers was an outstanding success attended by record crowds. The event continues to highlight the city's garden image and is strongly supported by the carnival gardeners, sponsors and volunteers. A community advisory committee has been formed to provide additional input and ideas, encouraging increased community participation in the carnival.

With a region that covers 13,000 square kilometres, a large city, more than 30 townships and approximately 160,000 residents, it is a challenge to travel to all functions and events to maintain contact with residents. Despite the changes that have to occur in forming a single operating organisation it is council's goal to maintain and expand infrastructure and services delivered in the most efficient way possible across the entire region.

I acknowledge the support and effort of my fellow councillor team as well as the hard work from council's dedicated staff and valuable input from the community. I am confident we can continue to provide excellent facilities and amenities to ensure this region enjoys growth, prosperity and a reputation of being a great place to live.

I look forward to serving you with hard work and enthusiasm during the coming year.

Toowoomba Regional Council Mayor
Cr Peter Taylor

CEO's message



The Toowoomba Regional Council has now moved into its second year of integrated operations. We have worked hard over the past 12 months to successfully manage growth and change, while ensuring our residents continue to enjoy the quality lifestyle that is unique to this region.

During 2009/10, we have developed an integrated plan to manage \$3.2 billion in assets while offering responsive services to the public and other stakeholders. This council exists primarily to provide the community with comprehensive services underpinned by sound management to ensure residents are receiving value for money. As such, we are continually reviewing and improving our operations to deliver cost-effective services throughout the region.

A landmark achievement of the 2009/10 financial year was the completion and implementation of the Wivenhoe to Cressbrook pipeline. Council's definitive decision to retain full control and ownership of essential water infrastructure assets by remaining outside the South-East Queensland water grid will benefit this community for many years to come.

After an extensive review of the region's facilities, more than \$2 million was allocated towards 21 major community projects to upgrade local amenities. Approximately \$270,000 was directed towards the creation of the Queens Park Amphitheatre Stage, while council-operated swimming pools, playgrounds, parks and cemeteries throughout the region are also receiving significant improvements. In addition, nearly \$800,000 was allocated for park upgrades throughout the Toowoomba Regional Council area.

Council has also been committed to maintaining and improving the region's comprehensive 9,900km road network which is the largest road network of any Queensland local government area. As a result, more than \$7.2 million has been spent on the Regional Reseal Program.

One of the year's significant projects was the ongoing task of blending eight different planning schemes into one. The Toowoomba Regional Planning Scheme will introduce uniformity into the basic structure of planning matters with the introduction of one modern scheme by December 2011. The spotlight will be on greater community participation and sustainable development. This joint planning program has involved councillors, residents, business people and community groups in formulating policies and initiatives upon which future council decisions can be based.

Council has embarked on a two-stage process to fully integrate its internal operations and service delivery. The first stage is to implement a single customer service model across the region, together with a simplified organisational structure. This redefined approach to customer service will streamline the public's access to council services, while the new functional structure will integrate major areas, such as water services, to eradicate duplication and improve expertise. This first stage will be implemented by March 2011 and will then be followed by a second stage of optimisation reviews of services and operations.

I would like to thank the Mayor, councillors and staff for their contributions throughout the year. Their combined enthusiasm and expertise are driving this region forward as we continue to consolidate our development of an integrated regional organisation.

Chief Executive Officer
Ken Gouldthorp

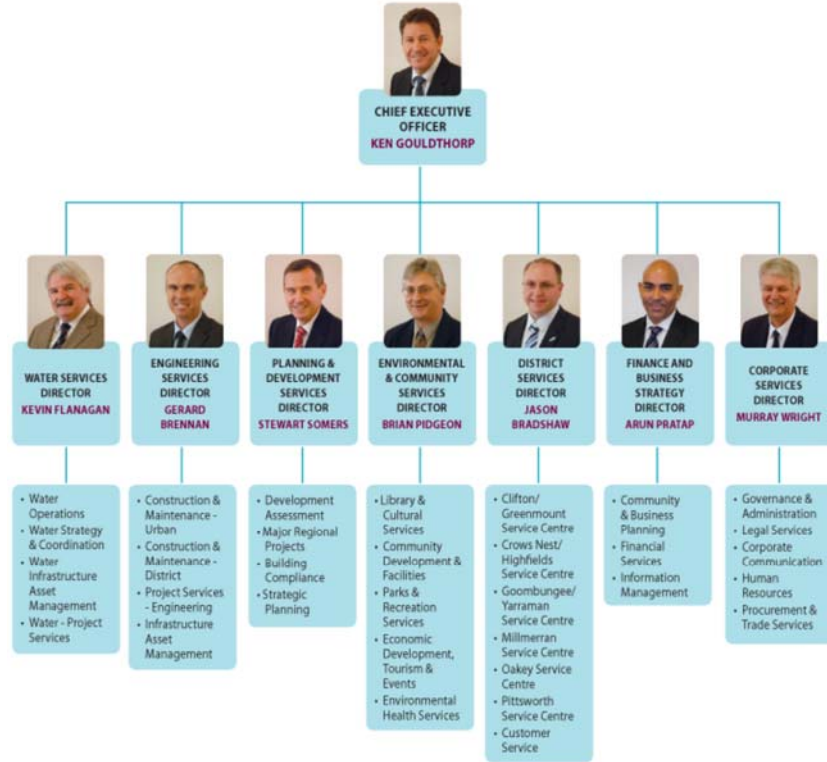
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Our organisation

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Murray Wright resigned from his position in September 2010.



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Community



- More than 43,000 people enjoyed art gallery exhibition
- Approximately 1.4 million items were loaned by libraries
- Registrations for dogs and cats numbered 24,649 and 7,657 respectively
- More than 1,200 animal-related service requests were administered by the Animal Management Centre
- More than 1,100 environmental health-related service requests were managed
- More than 18,000 vaccinations were provided
- Council's role in disaster management was greatly enhanced through people, process and system improvement initiatives

Governance

- Significant progress in the development of a stronger customer service focus was achieved through the Customer Service Business Improvement Project
- Proactive workplace health and safety initiatives led to a 10 per cent reduction in workers' compensation insurance premiums
- More than \$5.5 million of contract work completed by council officers on behalf of the Department of Transport and Main Roads (DTMR)
- Council's information systems were integrated with 101,080 parcels of land and 2.2 million documents
- Extensive education and training was undertaken to achieve best practice procurement and purchasing
- Staff recruitment and retention initiatives were successful in achieving a 3 per cent reduction in turnover rate

Built environment

- Completion of the Toowoomba Regional Community Plan
- More than 3,450 building approvals were issued culminating in an estimated \$444 million of construction and related works across the region
- Subdivision approvals were granted for 509 allotments
- More than \$7 million was spent on re-sheeting and resealing roads
- The \$5.3 million Griffith Street stormwater drainage project was nearing completion
- The Herries Street bridge and intersection upgrade was completed at a cost of \$2 million
- The Pittsworth CBD revitalisation program continued at a cost of \$288,000

Natural environment

- Greatly enhanced water security for the region was achieved through the construction of the Wivenhoe to Cressbrook Dam pipeline supplying 3,858 mega litres of water by June 2010
- The Mt Kynoch Fluoride Plant commenced operation
- The Oakey Reverse Osmosis WTP achieved operational capability producing 31 mega litres of water per month
- The Regional Waste Management Strategic Plan was completed
- Approximately 14,500 tonnes of green waste diverted from landfill and turned into environmentally friendly compost
- 5,000 cubic metres was distributed to the community and home-gardeners via a free mulch program
- Approximately 8,998 tonnes of metals, paper and plastics were recycled
- Established pest management working group and development of draft Pest Management Plan
- Undertake vegetation data assessment to compliment regional biodiversity planning
- Continued focus on council's carbon footprint and commence development of carbon reduction strategies

Economy

- The Toowoomba City Centre Master Plan was completed
- 75,000 copies of the Toowoomba and Darling Downs Touring Guide were distributed throughout Queensland and interstate
- In conjunction with several other South-East Queensland councils, a submission for priority in the National Broadband

Network (NBN) project was successful resulting in Toowoomba being in the first one per cent to receive the network

- The Carnival of Flowers was ranked among the top six events in the State including a finalist in the Regional Achievement & Community Awards (Events & Tourism category) – State; the Australian Events Awards (Best Achievement in Sustainability category) – National; the Queensland Tourism Awards (Festivals & Events category) – State; and identified in the Q150 Icons

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Community highlights



More than 43,000 people enjoyed art gallery exhibitions and nearly 1.4 million items were loaned by libraries.

There were 24,649 dogs and 7,657 cats registered with TRC.

More than 1,200 animal-related complaints were handled by the Toowoomba Animal Management Centre.

More than 1,100 environmental health-related complaints (overgrown allotments, pests, litter, etc) were investigated and actioned.

18,000 vaccinations were provided through council programs.

Council's role in management of disasters was extensively reviewed and improved.

Community goal



The goal for community is a **safe, healthy and equitable community, enjoying a quality lifestyle**. A number of outcomes and strategies to achieve these outcomes have been progressed.

Outcomes are:

1. [Creative expression](#) (opportunities for creative expression, cultural exchange and life-long learning are accessible community wide)
2. [Involved sport and recreation](#) (a community involved in sport and recreational activities)
3. [Quality environmental health](#) (the Toowoomba region has high quality environmental health standards)
4. [Safe, friendly, resilient and informed](#) (a community that is safe, friendly, resilient and informed)
5. [Value cultural diversity](#) (our communities value and share cultural diversity and intergenerational knowledge and skills)

More information, including the strategies used to achieve these outcomes can be found by clicking on the left menu.

Community

Creative expression

Identify and promote opportunities for creative expression

\$111,231 was provided as arts and cultural grants to 23 projects, events and activities (17 Regional Art Development Fund projects - \$94,501; 6 Community Cultural Arts Support Fund projects - \$16,730).

\$77,000 in cultural donations supported Cobb & Co Museum (\$65,000), City of Toowoomba Eisteddfod (\$8,000) and Toowoomba Municipal Band (\$4,000).

Toowoomba Regional Art Gallery (TRAG) provided services and access to its collections for 43,248 patrons (35,093 visitors to the gallery and 8,155 who enjoyed four TRAG touring exhibitions at 13 Australian venues). TRAG was closed for one month for installation of new environmental control system.

4,736 patrons participated in education programs at the gallery.

The gallery hosted a sell-out 'Arty Farty Dinner Party' in celebration of the 20th anniversary of Toowoomba Regional Art Gallery's acclaimed Contemporary Wearables Jewellery Award.

Ensure cultural facilities and services

Sixteen Toowoomba Regional Art Gallery collection items were included in two major exhibitions at seven venues across Australia.

Thirty works were acquired for the gallery's city collection, of which 12 works were valued donations.

Eight Toowoomba Regional Art Gallery collection items were conserved at a cost of \$2,498.

Facilitate equitable access to appropriate social and cultural activities to promote community interaction

Council delivered and supported the Toowoomba Strengthening Families Project and the Toowoomba Languages and Cultures Festival.

Council's Multicultural Development officer and Toowoomba Languages and Cultures Festival organiser noted an increased Indigenous participation in workshops and displays at the 2009 festival. This included an Indigenous art workshop, native food stand and a performance by an Indigenous dance troupe.

Support was provided for a University of Queensland research project, Communication with African Communities.

Provide library services across the region to meet the needs of the community

A total of 1,384,525 items were loaned at TRC libraries, which was a small decrease of 0.8% from 2008/09.

Even though loans decreased at the City Library (-1.85%), and John French VC Library at Crows Nest (-5.7%), all other libraries increased their loans from the previous year by:

- Cecil Plains 30.8%
- Clifton 25.88%
- Millmerran 25.26%
- Quinalow 22.52%
- Yarraman 22.34%
- Pittsworth 20.2%
- Goombungee 12.8%
- Highfields 12.72%
- Oakey 4.7%

Two new computers were added, resulting in a total of 47 public access computers in TRC libraries.

The change to a virtual server for the Pharos public internet system at the City Library increased the reliability and speed of internet access.

There were 46,495 sessions of public internet use at the City Library.

Involved sport and recreation

Strategically plan for and provide sporting facilities and initiatives

A sporting system for the booking and allocation of sporting fields in Highfields was introduced, which was welcomed by the clubs. This resulted in council having control over the usage of sporting ovals and clubhouses which was vital given the high demand for their use.

Council regularly attended Highfields District Sport and Recreation Association meetings to provide support and guidance to the collective groups of sporting clubs.

Kratzke Road sporting fields were top dressed while the irrigation was connected to the Cooby Dam raw water supply. This significantly improved the quality of the playing surface of the bottom oval, which allowed clubs to use the oval for training and competition again in 2010.

Funding confirmation was received from Sport and Recreation Queensland for the Cycling Criterium Track.

The Toowoomba Regional Council Sport and Recreation Facilities audit was completed.

Ongoing assistance was provided to sport and recreation organisations regarding the creation of sustainable organisations and facilities, such as promoting grant opportunities and assisting with applications.

The Sport and Recreation Facilities Plan was developed and endorsed by council.

The Toowoomba Regional Council developed and continued to monitor the Regional Tennis Program at University of Southern Queensland (USQ).

The Darling Downs Public Health Unit invited council to sit on a steering committee to drive education and information programs with a focus on health and safety.

The Toowoomba Regional Council Sport and Recreation website was developed.

A community-wide, collaborative and integrated approach to promoting healthy lifestyles, such as the Energise program, was established.

A sport and recreation directory database was developed, which formed an integral part of the Community Information Directory online facility.

The Hodgsonvale Community Sports Club had its oval upgraded, along with tree planting and the installation of cricket nets and solar lighting.

Collaborate with external agencies to encourage physical activity in the community

Funded by the Department of Health and Ageing through a \$220,000 grant, council promoted Energise which was a free program to improve the health and well-being of communities in the Toowoomba region through encouraging active living.

Energise was locally co-ordinated by Safer Toowoomba Partnership (STP) and its appointed task group which comprised representatives from Toowoomba Regional Council, Queensland Health, and Department of Local Government, Sport and Recreation.

Quality environmental health

Ensure high quality environmental standards are maintained, including animal and pest management, site management, pollution control and waste minimisation

Animal management

Council and the RSPCA undertook a joint survey of district pound amenities and council is in the process of upgrading these holding

facilities.

The construction of a kennel/cattery pod was approved by council as part of its 10-year capital plan with funds approved in 2004/05 to cater for the increasing number of dogs and cats handled by council.

The number of animals handled by the Toowoomba Animal Management Centre over the past three years was an average of 1,576 dogs and 1,047 cats per year.

Council, in conjunction with the RSPCA, was successful in re-homing unclaimed cats, with an average of 25 per cent of impounded cats either returned to their owners through effective identification using registration and microchips or re-homed through the RSPCA.

The number of dogs returned to their owners or re-homed through the RSPCA was 1,184.

The number of dogs registered with Toowoomba Regional Council was 24,649.

The number of cats registered with Toowoomba Regional Council was 7,657.

The total number of animal management regulatory complaints, which included barking and dog attacks, were 1,209 (based on Toowoomba City district information).

Environmental health

Council regulated 1,523 licensed premises, with 136 new licenses approved and 126 cancelled. Three Environmental Health officers were tasked with regulatory inspection duties to facilitate the monitoring of food safety standards. A total of 78 food safety notices were issued.

Council is the administering authority for 428 Environmental Relevant Activities. Three Environmental Health officers were tasked with regulatory inspection duties to monitor conditions in the Toowoomba region.

There were 19 regulatory actions taken in relation to environmental standards.

Environmental Health Services investigated complaints such as overgrowth allotments, rats and pests, declared plants, mosquitoes, vehicles on roads, commercial use of roads, goods or materials on roads, vegetation on footpaths, vehicles on footpaths, abandoned vehicles, illegal parking, water infringements, and litter on roads and property. A total of 1129 complaints were investigated with the necessary regulatory action taken.

Officers from Environmental Health Services were participants on working groups and assisted with the development of new subordinate local laws for Toowoomba Regional Council.

Green waste

Toowoomba district's optional green waste service continued to grow as a successful alternative to carting green waste to landfill. At the end of 2008/09 there were 16,001 services. The number of services by the end of 2009/10 was 16,911, an increase of 5.7 per cent. Green waste was diverted from landfill and composted where it was used to rehabilitate the closed Bridge Street quarry. There were 5,683 tonnes diverted during 2008/09, and 5,485 tonnes diverted in 2009/10.

Green waste brought into the facility by self-haul vehicles totalled 8,980 tonnes. This material was shredded and approximately 5,000 cubic metres were returned to the community via a free mulch program for home gardening uses. Remaining shredded material was used by council for stormwater management programs and a small quantity sold to a shredding contractor for further composting.

Parking

27,114 parking infringements were issued.

Council was trialling electronic parking sensors in the Toowoomba CBD. This system was aimed at providing a faster method of monitoring parking, and the trial is due for completion at the end of February 2011.

Ensure high quality health standards are maintained, including food safety, immunisation and public health

Immunisation clinics

The partnership formed between the Division of Community & Allied Health (Queensland Health) to jointly use council's Immunisation Clinic as a newborn and family drop-in service, continued to benefit the Toowoomba community through access to newborn information and increased immunisation opportunities.

The number of vaccinations during 2009/10 was 10,827 (for the school-based program and the baby program), compared to 13,300 immunisations during the previous year. The higher vaccination numbers in 2008/09 were due to a catch-up vaccination program.

The vaccinations provided protection against diseases such as Hepatitis A and B, Diphtheria, Tetanus, Pertussis, Poliovirus, Haemophilus

Influenza type B, Rota Virus, Pneumococcal, Measles, Mumps, Rubella, Meningococcal C, Human Papillomavirus and Chickenpox.

Toowoomba Regional Council participated in a swine flu vaccination program providing free vaccinations to the community. During 2010, there were 7,209 free vaccinations administered at the Little Street Clinic and through weekend mobile clinics set up at schools throughout the region.

Safe, friendly, resilient & informed

Support collaborative approaches to improve community safety

The Regional Access and Community Safety Advisory Committee, Regional Access Sub-Committee and the Regional Community Safety Sub-Committee were established. Key priorities for the Regional Access Sub-Committee were developed and awaiting budget approval.

Administrative and technical support was provided to the Regional Access and Community Safety Advisory Committee and associated sub committees.

Significant participation and feedback was provided to council's Strategic Directions document to ensure inclusiveness regarding the region's demographic profiles, including multicultural, access and equity, safety and indigenous factors.

The graffiti-busters program was focused on identifying new graffiti events throughout the region to implement a quick response program for the removal of illegal graffiti.

Support was provided to the Safer Toowoomba Partnerships Committee.

The Community Development Co-ordinator (Toowoomba) actively participated in the Community Capacity Building Group, attending six meetings during 2009/10.

Council provided ongoing attendance at public functions and committee meetings.

Develop and deliver initiatives to enhance disaster management preparedness and capability

Disaster awareness and preparation

The maintenance and enhancement of disaster awareness and preparedness was achieved mainly through the distribution of plans and public education.

In December 2009, council approved the rewrite of the TRC Local Disaster Management Plan. The plan was distributed to 100 members of the Local Disaster Management Group, the TRC Disaster Co-ordination Centre, district managers, SES controllers and the Evacuation and Welfare Committee. The plan was also placed on the TRC website for public reference.

The main avenues used for the dissemination of disaster management information to the public were the TRC disaster website, TRC publications, newspapers, radio, television, stands at local shows, and presentations to schools and community groups.

State Emergency Services (SES) capability

The main objectives achieved under this strategy during the year were:

- Re-organisation of TRC SES Unit/Group
- Review and appoint 10 deputy controllers and 10 group leaders for TRC SES Groups
- Conduct a review of SES vehicles, equipment, accommodation and facilities
- Conduct an SES Executive Training Day
- Re-establishment of the SES Millmerran Group
- Review of operations at the SES Cambooya Group
- Review 2010/11 budget for TRC SES Groups

Disaster Co-ordination Centre (DCC)

In August 2009, the DCC was activated during Exercise Miracle where staff operated in two shifts during the five-hour exercise. As a result of the exercise the DCC Standing Operating Procedures (SOP) were reviewed and amended. There were 30 TRC staff members from across all departments on the DCC roster.

Manual systems were identified and ready to be employed in the DCC on initial activation and if the electronic system failed.

Evacuation and Welfare Plan

In December 2009, council approved the rewrite of the TRC Evacuation and Welfare Plan. The plan was distributed to 100 members of the Local Disaster Management Group, the TRC Disaster Co-ordination Centre, district managers, SES controllers and the Evacuation and Welfare Committee. The plan was also placed on the TRC website for public reference.

Strengthen social networks and provide appropriate social infrastructure to build resilience and connectivity of the community

The development of business plans and identifiable tasks was undertaken to align regional strategies (with a key focus on localised issues) to ensure consistency of service delivery and achievement of strategic outcomes. This included:

- Development of a Regional Volunteer Manual and associated guidelines and procedures
- Development of a Regional Community Grants/Support Scheme
- Development of a Regional Demographic Profile that can be used by community groups and individuals
- Ongoing maintenance of the Community Information Directory (with recorded listings at 400)
- Updating of content for the Community Development section of the Toowoomba Regional Council website, and updating and regionalising the Toowoomba Regional Council Support Guide
- The provision of support to community organisations within the council region through financial contribution and in-kind support

Council staff facilitated a number of community participation and awareness activities which included:

- Regional Over 50s workshops attracted 287 residents who participated in the regionally based workshops. This gave local residents a chance to raise issues, talk about concerns, and be engaged in the design and development of possible solutions to their issues. The outcomes of the workshops were consolidated and published as a document identifying needs, wants and aspirations as well as statistical information relevant to the region's +50 demographic
- Co-ordination of Seniors' Week programs regionally and development of a seniors' calendar
- A cyber safety campaign conducted in Millmerran and surrounds
- Co-ordination of a Mental Health Week program for the Millmerran community, along with the implementation of a new emergency relief program
- A Drive for Life open day held at the Toowoomba Showgrounds in November 2009 The 'Toowoomba Says No to Violence' Family Fun Day held at Queens Park in October 2009
- The Whylara Grove Pampering Day, where 21 women participated in the workshop
- Development and co-ordination of the Country Girls Day Out hosted by Millmerran

Develop an effective community information and education program in collaboration with key community stakeholders

Toowoomba Regional Council's website section regarding animals and birds was revised to include useful information on pet ownership.

Council's food safety training for business and community groups was available for all district centres. Ten food courses were presented to 300 participants who learned safe food handling, personal hygiene, temperature control, pest control, cleaning and sanitising.

Waste reduction awareness was presented to 2,636 school students at 29 schools across the region. The programs covered waste minimisation, sustainability, energy avoidance, material recovery, the three Rs (reduce, reuse, recycle), worm farming/composting and a school-focused lunch box litter program.

Information provided at the Crows Nest Show, Goombungee Show, Oakey Show and the Toowoomba Show regarding the Community Information Directory, multicultural festival and community facilities such as aquatic centres.

Value cultural diversity

Advocate for the availability of a comprehensive range of services and facilities for seniors and people with disabilities

Disability support

Council actively participated in the Toowoomba Disability Service Providers network.

Support was provided to the *What's Up in Disability* magazine with council contributing six annual articles and all printing services.

The Community Access Sub Committee represented people with access issues (including physical, social and cultural) to council and the broader community.

It also:

- Assisted council in distributing material to encourage community dialogue in regard to access matters
- Provided advice, input and recommendations on the development, implementation and review of the Toowoomba Region Community Access Plan
- Encouraged 'whole of community' ownership of the Toowoomba Region Community Access Plan and associated initiatives, as well as facilitating community input on local access issues.

Aged care

A new project officer was appointed to continue the Aged Care Skills Formation Strategy. Key milestones included the development of a website focused on providing useful information for those considering a career within aged care. Interested representatives of the industry outlined key objectives to meet recruitment and retention needs.

Council actively participated in the Older Persons Interest Group network and implemented regional programs for Seniors' Week.

Regional Older Resident's Workshops were successfully delivered.

More than 450 older residents attended the free vaudeville concert in Oakey.

Facility maintenance continued at Oakey, Millmerran and Clifton in accordance with Home and Community Care agreements.

Encourage and support activities to achieve Indigenous, multicultural and intergenerational understanding and equity

Council facilitated the development of culturally sensitive community infrastructure by:

- Providing mainstream service providers with contacts for culturally appropriate artwork and signage
- Liaising with Library Services about culturally appropriate activities
- Liaising with service providers to assist with determining needs of new and emerging communities

Support and assistance was offered for those seeking access to funding opportunities by:

- Working with the Equatorial Women's Group to secure funding for driver's licenses to help gain employment
- Drafting a Department of Immigration and Citizenship funding submission for counter-racism programs
- Supporting groups to access funding via various government and non-government bodies

Continued support provided to the Oakey Reconciliation Group in preparation for the Oakey community's NAIDOC celebrations.

Continued involvement with IndigeNews by providing printing services and contributing six articles per year.

SisterCity relations:

- The Sister Cities of Toowoomba Regional Council are: Takatsuki in Japan, Paju City in the Republic of Korea, and Wanganui in New Zealand.
- Toowoomba Regional Council was successful in its bid to host the Sister Cities Australia 2011 Annual Conference in August 2011.
- Delegations from each of council's Sister Cities and the Japan Australia Cultural Exchange Association visited to celebrate the 60th anniversary of the Toowoomba Carnival of Flowers in 2009. This was an historic milestone with the simultaneous attendance of representatives from all three of the Sister Cities.
- Throughout the year there were council delegations, staff and student exchanges, and visits by the Toowoomba Carnival of Flowers ambassadors to Toowoomba's Sister Cities.

Promote a sense of community among young people and encourage them to participate and remain in their community

Council actively participated in the Flexi School Steering Committee and continued to provide support to the school through fund-raising projects.

The Mayoral School Achievement Awards were held in October 2009 at the Toowoomba East State School where 55 students from across the region were presented with medals.

Funding was obtained to purchase equipment to facilitate events, programs and workshops including the Drum Beat Workshops.

A Youth Ambassador Program was established with Wanganui District Council and council's International Secretariat. The Community Development co-ordinator (Toowoomba) attended the youth program at this year's Sister City Conference in Yeppoon.

More than 60 youths competed in the 2009 Mayoral Skate and BMX Competition at Highfields.

The Eidecan Youth Festival was planned, implemented and evaluated, with guidance also provided to the volunteer organisation committee.

Council assisted with the planning, implementation and evaluation of the Energise Street Basketball program, Street Soccer and dodgeball activities.

Two high school students each worked one day a week at the Clifton Service Centre with a view to being placed as school-based trainees.

Capital projects included the construction of a seat and shelter at the Cambooya Skate Park.

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Governance highlights



Council has been actively engaged in developing a stronger customer service focus through the Customer Service Business Improvement Project.

Proactive workplace health and safety initiative led to an approximately 10 per cent reduction in workers' compensation insurance premiums over the past three years. The vision of a workplace free from injuries was now a strategic goal.

Council completed more that \$5.5 million worth of contract work for the Department of Transport and Main Roads.

Council's electronic information systems were referenced to 101,080 parcels of land and 2.2 million documents (with more than 40,000 documents added per month).

Approximately 140 people attended a seminar for potential suppliers.

The staff turnover rate reduced from nearly 13 per cent in 2008/09 to 10 per cent in 2009/10.

Governance goal



The goal for governance is a **well-governed council respecting community values**. A number of outcomes and strategies to acheive these outcomes have been progressed.

Outcomes are:

1. [Good governance and participation](#) (An organisation centred on good governance and community participation).
2. [Service delivery](#) (Efficient, effective and responsive council service delivery).
3. [Management and efficiency](#) (A well managed and efficient organisation centred around an appropriate corporate culture).

More information, including the strategies used to acheive these outcomes can be found by clicking on the left menu.

Governance

Governance and participation

Develop and maintain quality, dependable and innovative information, knowledge and management systems

Significant Information Management projects included

Migration and consolidation across the region to a single:

- Customer and property system (Pathway)
- Electronic Document and Record Management System and File Plan
- Internet site and Intranet site
- Library system for all district libraries (Spydus)
- Standardised Operating System (SOE)
- Suite of software and hardware across most applications

Extensive staff training in standard systems

Implementation of core spatial layers into single intranet-based tool

Initial rollout of Finance and Human Resources core system (E1) to all district centres, and optimisation program commenced

Implementation of online Applicant & Assessor Development Assessment tools

Audit of legacy records holdings across TRC

Development of Strategic & Operational Recordkeeping Plans

Joint acquisition of current aerial photography with State Government

Establishment of single, integrated Wide Area Network

Establishment of an Information Communication Technology Services service level agreement and management system

Systems and applications supported by Information Management Branch are listed below.

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • 84 SQL databases • 50 S/W applications hosted • 34 S/W applications supported • District Service Centres access via Citrix • Property, People, Rates, Requests - <i>Infor Pathway</i> • Financials, Assets, Work Orders, Payroll, HR - <i>Oracle/PeopleSoft/JD Edwards - Enterprise 1</i> • eDRMS - <i>OpenText / Hummingbird DM 5.2</i> • GIS - <i>ESRI / MapInfo</i> • CAD - <i>AutoCAD / 12D</i> • Web Content Management – <i>Joomla</i> • Over 50 secondary or “Line of Business applications” supported | <ul style="list-style-type: none"> • 720 GIS layers • 40 Imagery layers (1Tb) • 500 std map products produced/month • 30 advanced map products/month • 600 new land parcels per year • 101,080 land parcels maintained • 2.2 million documents added to electronic document management system • 40,000 docs added to edrms/month • 1,752 document boxes in onsite storage (250m shelving) • 700 archive boxes offsite storage • 12,000 inbound mail items/month (15% business letters) • 850 edrms users supported • 170,000 DM accesses/month • 30 FOI/RTI/Privacy requests / year | <ul style="list-style-type: none"> • 1,310 Network accounts (~20% growth) • 956 Named users • 1,200 computers (HP, IBM, Dell) • 758 Help Desk requests/month • 75 access requests/month • 28 Tb Storage • 16 Tb Data • 43 printers supported • Avg 300 PCs purchased / year (3-4 year life) • 15 Sites supported via LAN/Fibre/Radio • 5 Sites supported – ADSL • SOE (Windows XP, Office Pro 2003) • 62 Physical Servers (HP, IBM, Dell) • 172 Virtual Servers (VI3) (15 Hosts) • Nortel 55xx /Enterasys G3 Gbit Switched network (10G Core) • Windows 2003 File & Print Services • HP EVA4000 Storage Area Network • Windows Server 2003/SQL Server 2005 • 15 PABXs (Seimens, Alcatel, NEC) • 300 VOIP handsets • 70 smart phones (Blackberry) |
|---|---|---|

Water Services

Following a triennial recertification audit in February 2010, 3rd Party Certification was retained for the Toowoomba water supply system, Wetalla Water Reclamation Facility, and wastewater collection and trade waste management systems. In addition, certification was granted for the Wetalla Advanced Water Treatment Plant management system. Two compliance audits failed to identify significant non-conformances in any system.

Water Operations Branch took functional control of all Toowoomba Regional Council water and wastewater operations' activities from 1 March 2010. Implementation of the approved branch structure was underway, with benefits in the form of improved water supply and wastewater treatment performance.

Development Assessment

Work continued on the Recommendations and Implementation Report for the Development Assessment Improvement Project. A number of recommendations were implemented or in the process of being implemented.

Work continued on improving the functionality and user friendliness of the Applicant/Assessor and Risk Assessor functions aimed at streamlining development assessment processes. A complete reworking of the Risk Assessor use type questions was undertaken. The next step will be a relaunch of the product.

Work on the standard development conditions continued and was almost completed for the initial phase. The draft standard conditions were reviewed by a consultant planner to ensure consistency in language and terminology. Engineering conditions were an issue as a lack of engineering resources meant a full review would be required once the standard conditions were in use.

Ensure sound financial management and procurement practices

Please refer to the Community Financial Summary and Financial Statements for detailed statements. Significant activities included:

- Preparation and co-ordination of the annual budget
- Preparation of monthly management accounts to council
- Water access and consumption charges separated from the rate notice
- A new water rating model to allow better tracking of consumption by consumer groups as well as forecast income trends
- Successful implementation of a new version of the rates modelling software
- Ongoing development of PowerBudget (council's management accounting information software)
- Commencement of a centralised debt collection strategy

Recognise, review and manage corporate risk, including workplace health and safety, internal audit services

Audit

For information regarding the Council's internal audit service refer to [Legislative information menu tab](#)

Workplace health and safety

In 2009, the Workplace Health and Safety (WHS) unit underwent reform to allow a functional structure to be implemented. This ensured that a consistent approach to all WHS functions was achieved and it also enhanced all reporting functions. The vision of a workplace free from injuries continues to be a strategic goal.

Proactive injury management and rehabilitation led to a reduction in the premium rate for council over the past three years. In 2008/09 council's rate was 0.897 per cent; in 2009/10 the rate decreased to 0.823 per cent; and in 2010/11 council received a further reduction to 0.814 per cent. This continual low rate was achieved with the implementation of proactive early-intervention strategies across council, and prudent claims management. This was an excellent result for both employees and ratepayers.

Enterprise risk management

The Enterprise Risk Management Policy was approved in February 2010 and the Draft Enterprise Risk Management Framework was developed in May 2010.

QRMC Risk Management was awarded the quotation to review the draft Enterprise Risk Management Framework and the development of Corporate and Department Risk Registers.

Continually review and enhance corporate and environmental performance to ensure achievement of corporate, legislative and community outcomes.

The first preliminary 2010/11 Operational Plan for TRC was prepared from the business plan of each branch.

In lieu of an annual report, a Post-Changeover Period Report covering 15 March 2008 to 30 June 2009 was produced and circulated in January 2010.

Review and ensure compliance with policies, standards, codes and other legislative requirements

Policy development

About 450 policies and 52 procedures were inherited due to the amalgamation of eight councils into the Toowoomba Regional Council.

180 policies/procedures were made redundant.

270 policies/procedures of the former councils were still current, and approximately 50 per cent of these will be superseded when new policies are approved.

The estimated total number of TRC policies/procedures will be approximately 135. Of these, 34 TRC policies/procedures have been approved, 81 are being drafted and 20 have not yet commenced. Of the 81 drafts commenced, approximately 49 have been completed and are awaiting approval.

Local laws

Council currently has 185 local laws and 126 subordinate laws. It was decided in February 2010 to adopt the Department of Infrastructure Planning's model local laws and develop suitable subordinate local laws. King & Company was appointed to assist with the process. Workshops to develop subordinate local laws are scheduled to commence in July 2010.

Maintain and value an excellent workforce through adoption of contemporary human resource practices

There were significant changes to the Human Resource Branch across strategic, operational and functional areas. With an emphasis on continually improving service delivery to ratepayers and council employees alike, several initiatives were adopted.

Major achievements for the 2009/10 period included:

- Endorsement of a new recruitment, selection and appointment policy and procedure
- Favourable recruitment statistics and reduction in employee turnover rates
- Continual implementation and consideration of council's Equal Employment Opportunity (EEO) Management Plan
- Support for Women in Local Government
- Involvement in the Green Army initiative
- Code of Conduct review, implementation and training to all Toowoomba Regional Council employees
- Engineering Services offered two student scholarships through the University of Southern Queensland

The staff turnover rate was 10.05 per cent. This was a decrease over previous years (2008/09 was 12.78 per cent).

Maintain effective communication processes to promote community participation/engagement

Corporate Communication provided promotional support to a wide variety of projects and activities which included:

- Promotion of council services and facilities
- Co-ordination of all advertisements for vacant positions
- Preparation of 46 brochures, flyers and information sheets
- Completion of a comprehensive council style guide
- Preparation of quarterly staff newsletter
- Preparation of quarterly residents' newsletter
- Administration of council's internal intranet site
- Editing and design of the annual report
- Preparation of advertisements to meet council's statutory requirements (council meeting times and dates, approved Inspection Programs, tenders and quotes, etc)

Service delivery

Ensure council has a high profile, strong brand and excellent reputation

The Corporate Communication Branch was responsible for the promotion of council projects, services, facilities and initiatives. This included research, preparation and distribution of 491 news releases to local, state and national media. It also included the writing, design and placement of 600 promotional and statutory advertisements in newspapers, industry and lifestyle magazines.

Corporate Communication staff also prepared radio and television advertisements to complement print media advertising. In addition to broadcast advertising, the branch prepared and presented weekly television segments to keep residents informed about services and activities.

Promote and provide services external to the organisation

The Events Support Scheme Policy was developed to incorporate the whole region. This policy is expected to be implemented in the 2010/11 financial year.

Following a strategic review of council property, all council-owned land was classified into three appropriate categories (to sell, retain or investigate further). Initial investigations resulted in approximately 189 parcels of land with a book value of more than \$13 million identified as surplus to council's operational and strategic needs. A further group of properties require additional investigation.

Council established the TRC/RSL Committee to investigate future tenure options for the Toowoomba RSL.

Council continued to provide significant services to the Department of Transport and Main Roads' managed network. The value for contracts for the 2009/10 year was \$5,654,651. The contract was delivered in numerous components, however, plans were put in place to develop a consolidated approach and the 2010/11 contract will be delivered in two components – urban and non urban contracts. Council's design section continued to provide design services to Ergon Energy for urban street lighting.

Continuously review and enhance service delivery to meet customer and community expectations

Council has been actively engaged in developing a stronger customer service focus through the customer service business improvement project, which is aimed at improvement customer interactions and increasing customer satisfaction with council services. During the year the project has developed and during next year, a renewed approach to customer service will be promoted including a single point of contact for customers in Toowoomba and consistency in service delivery across the region.

The Fleet and Plant Branch continued its program to update and modernise council's fleet and plant assets. The \$14 million capital expenditure program was fully committed.

Numerous services continued to be expanded across the region, including the sharing of fleet and plant assets, trade services assistance and procurement.

Council conducted a highly successful seminar for potential suppliers to council. The event was a great success with approximately 140 attendees and it is planned to conduct these seminars annually.

Laboratory Services continued to operate its National Association of Testing Authorities (NATA) accredited quality system in accordance with ISO/IEC 17025: 2005 for chemical and microbiological testing. Fluoride was added to the scope of Laboratory Services' accredited testing schedule, in response to the commencement of water fluoridation at the Mt Kynoch Water Treatment Plant.

Mt Kynoch laboratory facilities were upgraded to allow the processing of an increased number of water and wastewater samples required to comply with legislative and guideline requirements.

Management and efficiency

Build and maintain productive and innovative partnerships within council and work collaboratively with all levels of government for the betterment of the region

Cr Carol Taylor was invited to serve on the Faculty of Engineering Surveying Advisory Committee at the University of Queensland.

Director of Engineering Gerard Brennan was invited to serve on the Agricultural and Civil Discipline Advisory Committee.

Mayor and CEO contributed to the business of the Council of Mayors South East Queensland and their committees, through raising and responding to strategic matters.

Foster an appropriate corporate culture matched to the council's values, principles and strategies

Management of the Clifton and Greenmount Service Centres were combined during the year ensuring shared resources in service delivery across the combined areas and a greater partnership has been developed between these centres.

Council's uniform policy was reviewed and changes recommended to:

- Present a consistent and professional corporate image across the entire organisation
- Foster a sense of camaraderie and belonging for employees
- Assist with development of a corporate culture
- Help ensure the organisation has strong branding and an excellent recognisable reputation

The Development Assessment Urban and Development Assessment District branches were amalgamated in October 2009.

Provide a solid foundation for management and efficient administrative support for councillors

Numerous mayoral/civic events and functions were successfully organised. These included; Queensland and Australia Day events and the presentation of the first Regional Awards.

The introduction of the Local Government Act 2009 prompted six training opportunities for councillors and staff.

During 2009/10 the Corporate Communication Branch provided extensive support to councillors including:

- Media and presentation skills workshops for councillors and senior officers
- Preparation of 150 speeches
- PowerPoint and other presentations for use by councillors
- Ongoing media advice

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Built environment highlights



The Toowoomba Regional Community Plan was completed.

3,450 building approvals were issued and an estimated \$444 million worth of building work was carried out.

Subdivision approval was granted for 509 new allotments.

The Herries Street bridge was replaced and the Dent Street intersection was upgraded at a cost of \$2 million.

The Pittsworth CBD revitalisation program continued at a cost of \$288,000.

More than \$7 million was spent on resealing and gravel re-sheeting roads.

Built environment goal



The goal for built environment is **well managed and integrated regional growth**. A number of outcomes and strategies to achieve these outcomes have been progressed.

Outcomes are:

1. [Sustainable growth](#) (Planning and development for regional growth and change is based on sustainability principles, cultural heritage and community engagement)
2. [Transportation](#) (Toowoomba region has a well-planned, safe and functional transportation system)
3. [Infrastructure and maintenance](#) (Toowoomba region's infrastructure networks and assets are developed and maintained in a coordinated and integrated manner)

Built environment

Sustainable growth

Undertake integrated land use and infrastructure planning to facilitate sustainable development

Submissions were made to the following State Significant Projects

- Queensland Curtis LNG Project (QGC)
- Surat Basin Rail
- Australia Pacific LNG Project (Origin)
- Surat Gas Project (Arrow)
- New Acland Coal Stage 3
- Reviewed discussion paper on Strategic Cropping Land and draft State Planning Policy for Healthy Waterways as part of Queensland Government consultation.

The following progress was made in delivering the Toowoomba Regional Council Planning Scheme

- Community consultation occurred in conjunction with the Community Planning Project to develop strategic directions to guide the development of the planning scheme.
- Fifteen planning studies were undertaken during 2009 to assist the formation of the new planning scheme. These studies considered a range of issues including the location of future urban development and the identification of areas affected by specific issues such as bushfire, flooding, significant vegetation, and steep and unstable land.
- The drafting of the planning scheme commenced in 2010. As each part of the scheme was written it was reviewed by representatives from the general community and development industry. The planning scheme is on track for adoption in 2011.

Utilise a whole of community partnership approach to develop and implement the community plan for the Toowoomba Regional Council area

Following on from the Strategic Directions project, Toowoomba Regional Council developed its first Community Plan. It is consistent with the Queensland Local Government Act 2009, which requires councils to develop a long-term community plan covering at least 10 years. The Community Plan was endorsed by council in July 2010.

The Toowoomba Regional Community Plan describes the community's overall vision for the region's preferred long-term future. It covers local and regional issues across the following nine themes: settlement pattern, transport and mobility, integrated infrastructure and utilities, natural environment, natural resource and landscape, community identity, strong communities, economy and governance.

Community engagement was central to the development of aspirational and strategic content contained in the Community Plan. Key engagement activities included:

- Six Strategic Directions community engagement workshops during March 2010
- A regional community summit held in September 2009 with more than 100 people from across the region attending
- The integration of the outcomes from the previous TOOWOOMBA 2050 and Clifton Futures community planning projects

The Toowoomba Regional Council ACTION 2050 Community Questionnaire was undertaken as a follow-up survey from the TOOWOOMBA 2050 Questionnaire completed in 2007. The questionnaire was sent to just under 6,000 households from across the Toowoomba Regional Council area in August 2009. The results of this questionnaire are on the Toowoomba Regional Council website.

Council's community planning and engagement activities, including the structure of the 2009 Community Questionnaire, are guided by the following key community planning process questions:

- Where are we now? (i.e. what do we value about our region?)
- Where are we going? (i.e. trends and challenges)
- Where do we want to be? (i.e. vision and aspirations)
- How do we get from here to there? (i.e. priority actions)

Implement community planning, council planning and operations

The ACTION 2050 Community Planning Project was deferred until 2010/11.

This project will provide council with guidance in implementing its part of the Community Plan.

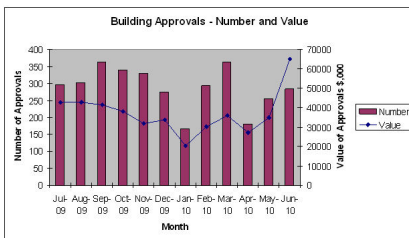
Ensure development accords with Toowoomba Regional Council planning scheme, planning instruments, codes and legislation

Building Compliance

An expanded Development Compliance Section was introduced during the 2009/10 financial year. The additional resources enabled the branch to effectively undertake development compliance activity across the region. Development compliance activity involves both proactively undertaking compliance programs associated with particular types of development and responding to compliance requests registered by members of the community in relation to development works and land use issues.

Works undertaken by the Building and Compliance Branch included:

- 738 registered compliance requests investigated
- 3,499 compliance inspections made
- 650 notices issued on non-compliant development
- 453 building siting discretion applications processed, with an average processing time of 8.14 days
- 98 sewer siting discretion applications processed, with an average processing time of 9 days
- 2,130 plumbing permit applications approved, with an average processing time of 10.85 days
- 3,450 building approvals issued in the region. The overall value of building works.



Development Assessment

The Sustainable Planning Act 2009 (SPA) commenced on 18 December 2009. The transition from the Integrated Planning Act 1997 to the SPA occurred seamlessly and effectively with no disruption to service provision.

Significant work was undertaken to amend the Development Assessment Branch's work practices in accordance with SPA requirements. These changes included preparation of new templates, workflows within Pathway, amendments to fees and charges to accommodate the requirements of SPA, and staff training. Additional changes to work procedures and processes were necessitated by the introduction and ongoing amendments to SPA regulations.

Reviewed and commented on proposed major regional projects for the Queensland Government, as part of Environmental Impact Statement processes.

Development Applications 2009/2010													
Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
MCU Code	33	29	29	28	27	27	13	18	28	25	23	39	319
MCU Impact	9	9	13	16	3	7	4	5	6	5	9	8	94
Changes to DA	5	15	9	22	7	11	5	6	5	8	6	16	115
Reconfigure a Lot Code	7	14	15	6	5	6	5	6	15	8	7	2	96
Reconfigure a Lot Impact		2	3	4	1	1	0	3	0	0	1	5	20
Compliance Assessment							1	0	0	0	0	0	1
Operational Works	24	18	21	28	20	14	15	38	24	31	31	32	296
ERA/Misc/OW-Signage/ Planning Scheme Works	15	23	25	17	27	24	12	13	24	11	19	25	235
TOTALS	93	110	115	121	90	90	55	89	102	88	96	127	1176
Streaming Applications only for Tmba at this time													
Included in MCU Code and OW-Signage/ Plg Scheme Works applications totals above are the following Streaming Applications for Tmba only at this time													
Streaming (MCU/PSW/OP Works Signage)	3	14	8	7	11	14	4	7	8	7	1	0	84

Numbers remained relatively stable over the past year with the exception of a slight dip during the December/January period.

Application numbers increased for June 2010, particularly for Code Assessable Material Change of Use applications and Changes to Development approvals.

Development Approvals 2009/10													
Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
MCU Code	27	24	21	41	17	25	18	22	24	18	18	24	279
MCU Impact	5	6	8	7	7	5	1	7	10	12	6	11	85
Changes to DA	7	10	8	8	9	17	6	4	2	2	4	8	85
Reconfigure a Lot Code	5	10	12	9	5	11	6	3	12	8	10	9	100
Reconfigure a Lot Impact	1	0	3	2	1	0	0	0	0	3	1	3	14
Compliance Assessment							0	1	0	0	0	0	1
No. of Sealed Lots	29	102	87	55	35	43	8	18	50	7	18	125	577
No. of New Lots	13	25	31	137	13	98	19	17	55	56	14	31	509
Operational Works	19	27	22	16	25	20	15	30	27	28	27	21	277
Building Discretions	28	43	33	37	47	26	39	33	40	28	32	32	418
ERA / Misc / OW-Signage / Planning Scheme Works	10	18	25	19	15	17	14	15	12	13	14	25	197
TOTAL	144	265	250	331	174	262	126	150	232	175	144	289	2542

Numbers have remained fairly stable throughout the year, however, the number of impact assessable Material Change of Use approvals has increased from March 2010. For example, a total of 46 approvals issued from July 2009 to February 2010, and 39 approvals from March 2010 onwards.

The number of sealed lots has varied from month to month. For example, there were 125 lots in June 2010, up from 7 in April 2010.

The number of created new lots has fluctuated throughout the year. For example, there were 137 in October 2009 and only 13 in July and November of 2009.

Operational Works approvals remained relatively constant over the past year with an upward trend for the first half of 2010.

Decision-making periods and staffing

Timeframes have suffered due to a substantial lack of engineering staff to undertake engineering assessments and the difficulty in recruiting engineering staff. This is particularly evident for the non-Toowoomba Service Centre areas.

Contract staff assisted at the Toowoomba Service Centre, however, the cost of engaging contract staff has been extremely high. Budgetary support has been sought from council for the 2010/11 budget to engage additional contract resources for engineering development assessment functions.

The Development Assessment Branch has also suffered without a permanent principal planner and senior planning staff for the urban team, as well as a senior engineer and technical officer staff within the urban team.

An infrastructure agreement was negotiated with FK Gardner & Sons for future development of 100ha of industrial land at Charlton.

Transportation

Actively pursue regional, state and national transport connections

Toowoomba Bypass

The Council of Mayors Infrastructure Committee has identified the Toowoomba Bypass as one of their seven major priority projects. Staff continued to support ongoing planning work for the Toowoomba Bypass project as well as options for upgrading the existing Warrego Highway (particularly through James and Tor Streets in Toowoomba) and the potential for a four-lane upgrade project immediately to the west of Toowoomba. These planning works were undertaken by the Department of Transport and Main Roads.

Toowoomba Aerodrome upgrade

A review of the scope of this project was undertaken, and preliminary design for the upgrading project included liaison with key stakeholders and regulators.

With the assistance of specialist aviation consultants, phase two of the feasibility study was completed with interest coming from various operators in the private sector. Plans are now in place to call Expressions of Interest to seek formal establishment of services with plans to commence the third phase immediately after the contractual processes for the upgrade works are put in place and advertised.

Facilitate the development of an integrated transport system for the region, including safe and accessible walking and cycling network

The delivery of a capital works budget of \$1,460,400 resulted in the following projects being undertaken:

Footpaths

- West Street, Toowoomba, from Nelson Street to South Street
- Nelson Street, Toowoomba, from West Street to Ridgewood Street
- Kearney Street, Toowoomba, from Spring Street to Nelson Street
- Ruthven Street, Toowoomba, from Spring to Nelson Street
- Polzin Road, Highfields

Bikeways

- Baker Street, Toowoomba, from Plaza Street to West Street
- New England Highway from Highfields Road to Cawdor Road

Improve the safety and serviceability of the region's road network

The Herries Street Bridge, Toowoomba, replacement and Herries/Dent traffic signal and associated works were completed in time to cope with the significant activity during the 2009 Toowoomba Carnival of Flowers. Works were undertaken for a project cost of \$2,142,638.

Road network improvements included

- Taylor/West Street, Toowoomba, intersection upgrade
- Pittsworth/Felton Road
- The Golf Course/Clifton Road was undertaken at a cost of \$243,000
- Road widening was completed on sections of Palms Road near Upper Yarraman
- Construction of a 1km section of Groomsville Road about 2.5km south of Pechey Maclagan Road
- Construction of a section of O'Brien Road, Highfields, from Community Court to Polzin Road
- Construction of 1.5km length of Weedon Road near Oakey
- Construction of a section of Cecil Plains/Moonie Road
- A School Safe Project was completed in Edward Street adjacent to the Clifton State School
- A shoulder widening project was completed on Clifton/Pittsworth Road
- Herzig Road reconstruction in Clifton was completed
- Nukku Road at Blackbutt was upgraded
- Wonga Plains South Road Project was completed
- Nobbs/Blackwell Road intersection was upgraded
- Completed widening of 1km northern end of Jondaryan/Mount Tyson Road
- Completed Stage 3 of the Boundary Street South Project including the construction of major culverts near Euston Road intersection

Pilot Regional Road Safety Project

- The Eastern Downs Regional Road Group's Road Safety Partnership Project aims to produce a Road Safety Strategic Plan and action plans for the EDRRG/TRC to address the range of factors affecting road safety in the region.
- The pilot project is well advanced with documentation in draft form and significant progress on data analysis and the sourcing of local crash data.
- The project has now reached public consultation phase which is planned to be delivered in the first half of 2010/11.
- The field work associated with the Net Risk Assessment of council's network of local roads has now been completed.

Maintenance

Facilitate coordination with infrastructure asset providers to deliver well-planned integrated infrastructure

Progress was made on the compilation of a complete asset register from across the region.

Undertake master planning that integrates infrastructure requirements with environmental and heritage aesthetics

Funding was provided for the Queens Park Conservation Management Plan by council with a matching grant from the Department of Environment and Resource Management.

However, there was no funding allocation for the Picnic Point Conservation Management Plan. A specialist consultant was appointed and stakeholder consultation was completed. The draft plan was received and will be considered by council in July 2010 prior to its adoption.

Ensure the provision and management of infrastructure (roads, water mains, pump stations, etc) meet the needs and priorities of the council and the community

A detailed project plan for the establishment of a Priority Infrastructure Plan (PIP) policy document has been completed.

A growth projection model and centralised trunk infrastructure database was being developed by the PIP team to ensure strong and informed integration with the new Toowoomba Regional Council Planning Scheme in terms of sequencing and prioritisation of future growth areas.

A revised 10-year capital works program identifying projects for the Toowoomba region was completed and presented for council's consideration. A preliminary prioritisation model has also been developed and plans are in place to apply the agreed prioritisation process. Further refining will occur as information from the Priority Infrastructure Plan and associated planning reports are developed during 2010/11.

A governance process and a working party have been established to coordinate all asset management sections of council. As a result, there has been significant progress towards Core Asset Management Plan milestones.

The continuation of the Pittsworth CBD revitalisation program was undertaken for a value of \$288,000.

The King Street, Clifton, water main extension was undertaken.

Construction of the Cooby Dam emergency pipeline was undertaken.

Work continued with the Department of Transport and Main Roads for the co-ordinated operation of signalised intersections throughout Toowoomba city.

There was significant progress with the regional integration of processes for the management of wide loads and permitted use of roads and footpaths.

Across the region, 121 requests for wide load movements were processed for 2009/10.

Work has progressed on the development of regional engineering standards for the new planning scheme.

A Regional Reseal Program has been undertaken and coordinated on a regional basis. The value of the project was \$3.38 million, completing an area of 677,000m².

Resheeting of gravel roads has continued to be undertaken on a regional basis with a total completed value of \$3,867,871.

Condition assessment of 20 per cent of the Toowoomba urban road network was undertaken. Plans have been put in place for expansion of the condition assessment process for sealed roads with a budgetary request for 2010/11 seeking to finalise a further 33 per cent of the sealed road network.

A review of the existing capital works program identified that a long-term financial forecast was required to enable a consistent and managed approach to the maintenance rehabilitation and renewal activities surrounding water infrastructure.

The Water Infrastructure Asset Management Branch reviewed existing maintenance programs across the Toowoomba Regional Council's active and passive water infrastructure networks and facilities. This review is an ongoing process and will enhance the way water infrastructure is managed.

A Departmental Water Infrastructure Asset Management Policy was approved by the Director of Water Services. This policy will complement, and be linked to the Corporate Asset Management Policy when developed and adopted.

Water Infrastructure Core Asset Management Plans will be produced to meet the requirements of the Department of Infrastructure Planning timelines of 31 December. These plans will facilitate a formalised approach to asset management, principles and methodology within water services.

As part of the process of developing asset management plans, long-term financial programs will be produced. Water infrastructure staff reviewed work practices to maximise the effectiveness of water assets.

The completion of the functional rollout for Water Infrastructure Asset Management has been delayed.

The backflow prevention device licensing program will be extended across the region as drinking water quality plans are introduced.

The number of Land Access Certificates (for work on council land by other service authorities such as Ergon Energy) for the year totalled 572. Permits for Works on Roads totalled 61.

Budget constraints meant that only a few high-priority requests regarding residential street lighting throughout the region could be processed during 2009/10.

Parking Overstay Detection (POD) devices were installed in the Toowoomba CBD along Ruthven and Margaret streets, but after an initial period of successful operation the equipment failed. The supplier is still working to address these problems and the trial will be recommenced at a future date.

Layouts and cost estimates have been prepared for a secure parking arrangement occupying the rear two-thirds of the ground floor of the Bus Interchange. This is on hold pending relocation of the urban bus interchange to an on-street CBD location.

Revised parking fees and charges have been approved and preparations have commenced for implementation in September/October 2010.

Work continued on the implementation of a sustainable asset register/data management system to link spatial (Arc ESRI) asset data and financial (E1) asset data.

Council achieved a full regional service for the delivery of Dial-Before-You-Dig advices. The number of advices provided during the calendar year was 1,922.

Budget requests have been sought to create a future Aerodrome Master Plan to guide development of the existing aerodrome.

The provision of engineering survey services for all areas of council continued to be provided during the 2009/10 year. Co-ordination of survey services throughout the region had commenced and would be fully implemented after the Engineering Services Department Functional Review due for completion early in 2010/11.

Ensure that the provision and management of council facilities (buildings, pools, cemeteries, child care and medical centres) meet the needs and priorities of the council and the community

Parks

- A review of the existing Parks Asset Register was completed, however, further refinement will be needed as council's approach to asset management matures. This will be heavily influenced by choices made in relation to asset management software.
- A new data structure was established and spreadsheets of all Parks and Recreation assets from each of the eight service centres were obtained during the 2009 revaluation process.
- The Street Tree Data Capture Project commenced during 2009/10.

Medical facilities

- An application was forwarded to the Department of Health to upgrade the medical facilities at Cecil Plains.
- A review of operating arrangements commenced regarding the Kingsthorpe Medical Centre.

Community halls

- Stage two of the Cecil Plains Memorial Hall kitchen upgrade project was completed, with the purchase of new equipment such as a stove, glass washer, refrigerator and warming oven.
- The Crows Nest Community & RSL Centre held 238 functions during the year, while the Greenmount Hall held Australia Day celebrations and the ANZAC Day ceremony.
- A review of community hall tenure arrangements was undertaken by council's Property Services section.

Cemeteries

- Funeral directors, stonemasons and memorial providers were consulted regarding the future development of the Drayton & Toowoomba Cemetery and the products and services provided. Council also requested their participation in the Cemetery Master Plan.
- Architecturally designed gardens were developed in the cremated ashes section of the Drayton & Toowoomba Cemetery. A component of this project was the installation of a federally funded shade structure. The design of these gardens was in the early stages of development.
- As part of the Q150 funding grant, trees were planted along the entire western boundary of the Drayton & Toowoomba Cemetery.
- The Strategic Register Committee (as delegate for the Queensland Heritage Council) resolved to enter Drayton & Toowoomba Cemetery in the Queensland Heritage Register.
- In consultation with the Department of Environment and Resource Management (DERM), Toowoomba Regional Council's heritage advisor and Community Development & Facilities Branch staff, a draft Conservation Management Plan was developed. DERM responded positively to the draft plan with feedback and recommendations under review.

Other projects included

- Best practice cemetery management processes were investigated, including relevant software options
- All cemetery sites were mapped in council's GIS system by the Information Management Branch, with links created between the GIS system, website and cemetery management software
- A concept plan was developed by a landscape architect

Showgrounds

- Council investigated and facilitated improved public transport linkages to showground facilities.
- Capital projects included a water mains extension at the Oakey Race Course and Showgrounds Reserve; power extension, arena lights and improvements at the Pittsworth Showgrounds; and new carpeting, chairs, function equipment and crockery at the Crows Nest Showgrounds.

Supported housing

Council continued its provision of low-cost rental accommodation in Crows Nest, Goombungee and Yarraman to meet the demands of a growing population and changing needs of the community.

Aquatic facilities

- As part of the implementation of the \$2.6 million federally funded Sustainable Pools Project, contracts were awarded for backwash recovery systems, rainwater harvesting, solar heating of pools, and pool blankets. This work proceeded on budget and timeline and was due to be completed prior to the opening of the 2010/11 swimming season.
- Water upgrades – the scope of work included shower timers, efficient shower heads, dual-flush toilets, reuse of collected rain water for toilet flushing, irrigation and topping up the pool. At Oakey, the pool gutters were levelled to improve the water flow and joints were sealed to reduce water loss.
- Electrical upgrades – the scope of work included replacing fluorescent lights which required the installation of 1.5kw PV solar power

units to each of the pools except at Cecil Plains. Specifications were developed for solar hot water systems for Yarraman and Highfields to augment the existing electrical hot water system.

- Chemical dosing methods were improved to reduce chemical usage as well as a number of risk factors.
- Landscaping quotes were obtained and orders placed for new shade structures. Old covers were replaced at most sites with the exception of Milne Bay Aquatic Centre.

Childcare/kindergartens

- Forty children attended the Cambooya Community Kindergarten Association and 50 attended Treasure Island Childcare Centre.

Indoor fitness & recreation centres

- Replacement of gym equipment and associated facilities at Bayview Fitness, Highfields Fitness and Recreation Centre, Crows Nest Indoor Sports Centre and Millmerran Indoor Sports Centre.
- Highfields Fitness and Recreation Centre had the following participation statistics:
 - 9,000 participants (group class visits)
 - 1,200 classes
 - 40 free Energise classes with around 480 participants
 - 20,000 gym attendance (55 people a day)
 - Daily use of the sports hall by school and sporting groups, community organisations, blue light discos, crèche and vacation care.

Building assets

- Council identified the necessary resources to focus on its buildings assets as part of the development of its Core Asset Management Plan. A buildings asset register was created but further work was limited by a lack of available resources.
- Asbestos registers were collated from all regional centres and work commenced on a Regional Asbestos management plan. Fire safety management issues were managed at a corporate Workplace Health & Safety level.
- Maintenance activities (including repainting the northern and southern foyers) continued to be delivered at the Empire Theatre.

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Natural environment highlights



To enhance the regions water capacity the Wivenhoe Dam to Cressbrook Dam pipeline was constructed and commenced supplying water to Cressbrook Dam in January 2010. By the end of June 2010, 3,858 mega litres of water had been pumped .

Toowoomba's combined dam storage dropped to its lowest recorded level, at 7.7 per cent useable capacity (9822 mega litres), on 18 December 2009.

The Oakey Reverse Osmosis Plant was fully operational from March 2009 and produced an average of 31 mega litres of water per month through 2009/10.

About 14,500 tonnes of green waste was diverted from land fill and turned into compost. 5,000 cubic metres was given to the community via a free mulch program. A total of 8,998 tonnes of metals, paper and plastics were recycled.

The Regional Waste Management Strategic Plan was completed.

The Griffith Street, Toowoomba storm water drainage project, valued at \$5.3 million was nearing completion with \$3 million spent during 2009/10.

The Mt Kynoch Fluoride Plant commenced operation in April 2010.

Continued to identify councils carbon footprint. Some preliminary costings and analysis undertaken at landfill sites.

A Pest Management Working Group was established in March 2010. Agreement was reached to engage the community on the draft Pest Management Plan.

A region-wide survey was undertaken to inform bio-diversity planning.



Natural environment goal

The goal for natural environment is a **highly valued, diverse, liveable and sustainable environment**. A number of outcomes and strategies to acheive these outcomes have been progressed.

Outcomes are:

1. [Green space](#) (The region has an accessible network of green spaces and its land and water ecological assets are conserved and managed)
2. [Sustainable water](#) (The Toowoomba region has safe and sustainable water networks)
3. [Climate responsive](#) (The Toowoomba region is climate-change responsive)
4. [Managed to minimise degradation](#) (The Toowoomba region's environment is managed to minimise degradation)

Natural environment

Green space conservation

Develop plans and manage parkland and green spaces to promote accessible networks

Consultancy firm ROSS Planning was appointed through council's tender process to undertake an open space study. A background review and consultation was completed and an information session was held with council in December 2009.

A consultant was engaged to model park catchments and assess feasibility to meet future demand.

Council was a national finalist in the 2009 Building Products News Sustainability Awards for innovative landscape design for the Crows Nest Centenary Park Project.

Reviewed draft Greenspace Strategy as part of Queensland Government consultation

Maintain and improve the region's streetscapes

The Liveable Streetscapes and Neighbourhoods in Future Climates Project (supported by the Australian Government's Strengthening Basin Communities Program) commenced.

The climate data needs of the project were identified and a brief was completed.

Protect and manage air, land and water quality

Consultants were appointed to undertake an assessment of vegetation data in the region, resulting in a region-wide vegetation survey to inform biodiversity planning.

Regional biodiversity planning needs and policies for vegetation management and corridor networks in the landscape were identified.

Manage stormwater and surface water sources

The development of new Water Sensitive Urban Design standards was well advanced and this was included in the draft Regional Development Standards.

The Griffith Street storm water drainage project, valued at \$5,319,670, was nearing completion with \$2,974,139 spent during 2009/10.

Sustainable water

Increase the region's water source capacity and diversity

To increase the region's water capacity the Wivenhoe-Cressbrook pipeline was constructed and commenced supplying water to Cressbrook Dam from January 2010. To the end of June 2010, 3858 ML of Wivenhoe water had been pumped into Cressbrook Dam.

Conditional approval was obtained in 2007 for the construction of Great Artesian Basin (GAB) bores for emergency water supply of up to 5,000 ML/a. The installations are in various stages of commissioning which has revealed a number of design and operational problems that are being addressed co-operatively with the engineering design consultant and by the pump designer/manufacturer/supplier.

As a result of the commissioning of the Wivenhoe-Cressbrook pipeline in January 2010, and its operation since that time, completion of the GAB bore project works has assumed a lower priority.

Project expenditure to the end of 2009/10 was \$8.64 million.

Investigations into the condition of Millmerran water supply Bore #6 (Condamine aquifer) was undertaken and it has been decided to re-equip the bore. This work will be progressed in conjunction with the Brookstead bores (Pittsworth) refurbishment project.

Manage and maintain efficient and high-quality water supply systems

Water supply systems

Water supplied from Toowoomba Regional Council's district water schemes generally complied with the health-based requirements of the Australian Drinking Water Guidelines and Queensland legislation. However, non-compliant samples were collected on 13 occasions. In all cases the non-conformance was found to be due to sample contamination or low-flow conditions. In no case was there evidence of a health risk to consumers or systematic water supply contamination.

Highfields and Yarraman water supplies continued to experience dirty water events. These were addressed through a combination of water treatment plant upgrades, operational improvements and flushing and air-scouring of water mains to remove accumulated sediment and deposits. These initiatives have resulted in a significant improvement to water quality.

The Oakey Reverse Osmosis Plant was fully operational from March 2009 and produced an average of 31 ML of water per month through 2009/10.

Projects were underway to improve the quality of water supplied to consumers in the Clifton and Pittsworth water supply systems.

Mt Kynoch Water Treatment Plant (WTP) continued to treat water to the highest of standards. For example, a turbidity result of 0.3 NTU is considered the industry optimum benchmark for a WTP of Mt Kynoch's design. Mt Kynoch achieved a turbidity of less than 0.3 NTU for 96 per cent of the year, and for 87 per cent of results the turbidity was 0.20 NTU or less.

The Mt Kynoch WTP Powdered Activated Carbon dosing facility was commissioned in November 2009. Powdered activated carbon was dosed at low levels to reduce taste and odour in the water, and as an additional treatment barrier to blue-green algal toxins during bloom events.

The Mt Kynoch Fluoride Plant was commissioned in April 2010, and dosing commenced at this date. The plant incorporated multiple safeguards to ensure that safe fluoride levels were not exceeded in Toowoomba's drinking water.

Surface water supplies from the three dams (Cooby, Cressbrook and Perseverance) contributed approximately 67 per cent of the total water for consumption in Toowoomba. Thirty-two per cent of water was supplied from the basalt bores while the remaining supply was from artesian bores.

Total dam storage dropped to its lowest recorded level, at 7.7 per cent useable capacity (9822 ML), on 18 December 2009. Good rainfall in early March 2010 increased total storage to 18.6 per cent (23,598 ML), and total storage at the end of June 2010 was 18.5 per cent. This was being maintained by ongoing minor runoff and pumping from the Wivenhoe-Cressbrook pipeline.

Annual dam safety inspections were carried out during April/May 2010. Annual document revision for 2010 will be carried out to comply with the Dam Safety Condition Schedules issued by DERM. The document review for 2009 was completed and reports issued to the Department of Environment and Resource Management as required.

Toowoomba basalt bore production averaged 7.5 ML/day, reaching a high of 9.8 ML/day. Pumping rates were reduced to conserve supply following the commissioning of the Wivenhoe-Cressbrook pipeline.

Toowoomba Regional Council is required to have an approved Drinking Water Quality Management Plan in place by 1 July 2011. The plan was submitted to the Office of the Water Supply Regulator for approval by the end of June 2010.

The development of a Regional Water Services Department Total Management Plan (TMP) was put on hold pending the implementation of the Enterprise Risk Management Framework and the subsequent identification and analysis of Water Services Department's business risks.

Capital works projects

\$883,000 was spent on the construction of new, and the replacement of old, water mains throughout Toowoomba City.

A new roof was placed on the Mt Mallard (Pittsworth) water reservoir at a cost of \$95,000.

\$302,000 was spent installing a section of the Westbrook trunk water main in Boundary Road.

Design of the Bridge Street (Nugent Pinch Road to Boundary Street) water main project (760 metres of 300 mm diameter water main) was completed with construction commencing early 2010/11. The estimated cost of the project is \$420,000.

Construction of the Pechey Reservoir to Crows Nest Water Treatment Plant water main project was completed with \$117,000 expended on this project in 2009/10.

Tenders for the design and construction of additional water supply reservoirs in Cambooya (1.50 ML) and Greenmount (0.75 ML) were

invited.

The condition assessment report and draft technical specifications for the replacement of pumping equipment at the Brookstead bores and the Yarranlea booster pump station (Pittsworth water supply) were received from council's engineering consultant. Tenders for the works will be invited in early 2010/11.

Expressions of Interest were invited for the design, construction, installation, testing and commissioning of a package water treatment plant to treat water from the Yarranlea deep bore (Pittsworth).

The high-voltage switchboards were replaced and ancillary electrical works undertaken at the Perseverance Dam water pumping station at a cost of \$850,000.

Design of a filter backwash water sludge management facility at the Mt Kynoch Water Treatment Plant was undertaken, with tenders to be invited in early 2010/11.

The Concept Design Report with cost estimates for the fluoridation of district water supply systems (as required by the Water Fluoridation Regulation) was completed. To achieve economy of scale, it is proposed to roll-out all (regulated) district fluoridation projects during 2010 and 2011.

Advance water use efficiency and water cycle innovation throughout the region

The Regional Outdoor Water Use Conservation Plan is due to be submitted to the Department of Environment and Resource Management in May 2011.

Council has resolved to align Outdoor Water Use Conservation measures with the Queensland Water Commission measures in place for South-East Queensland.

Provide and maintain high-quality sewerage networks and treatment facilities

Wastewater recycling

Toowoomba Regional Council operates 10 district wastewater collection and treatment systems, with a number having associated irrigation or reuse schemes. The level of compliance with environmental authorities varied significantly during 2009/10 due to factors including inappropriate environmental authority release conditions, and ageing or inadequate infrastructure.

Millmerran and Cecil Plains Water Reclamation Facilities (WRFs) continued to operate in accordance with environmental authority conditions, while the Yarraman WRF experienced only minor non-compliances. The Yarraman WRF effluent irrigation facility was upgraded to improve efficiency and effectiveness of water reuse. Following an operational review and process optimisation, the performance of Highfields WRF improved to the point where environmental authority conditions were being consistently achieved.

Design limitations consistently prevented the Wyreema and Westbrook WRFs achieving compliance. Both of these facilities, along with the Highfields WRF are to be closed following completion of the Southern Regional WRF and wastewater delivery pipelines, due to be commissioned in 2012. In the interim, excess wastewater from the Westbrook WRF will be tankered to the Wetalla WRF for treatment.

The Oakey WRF failed to comply with environmental authority conditions, however, performance was improved through a review of operational procedures and an ongoing enhanced maintenance program which was expected to yield further gains.

The Wetalla Water Reclamation Facility generally met performance objectives, failing only to consistently achieve nitrogen licence conditions and, on rare occasions, bacteriological requirements. The failure to achieve nitrogen licence conditions was directly attributable to drought-induced reduced wastewater flows and composition changes, and the loss of two major trade waste generators, meaning that the facility is now operating well outside its design parameters. The continued achievement of most environmental authority conditions in this environment is a tribute to the skill and knowledge of the operations team. Negotiations are continuing with major trade waste generators to limit trade waste discharges to agreed limits which should allow the facility to meet nitrogen discharge requirements without chemical treatment.

The solar hall biosolids drying facility was functioning reliably with 100 per cent of biosolids, or more than 10,000 tonnes, going to beneficial reuse during 2009/10.

Two new sewerage pump stations were commissioned. No environmental issues occurred from any of the pumping stations in the Toowoomba catchment.

The Wetalla Advanced Water Treatment Plant received 3rd Party HACCP certification in March 2010. During 2009/10, the plant produced almost 2,900 ML of proven Class A+ water. Regular supply of Class A+ water to New Acland Coal commenced in September 2009.

Trade waste

The Trade Waste Environmental Management Plan was approved in March 2010 and took effect on 1 July 2010. Roll-out of the plan to Crows Nest, Highfields, Oakey and Westbrook sewerage schemes commenced in June 2010, with implementation to be completed and trade waste approvals for all Toowoomba Regional Council sewerage schemes to be issued by the end of 2011.

Bar-coding of grease trap and oil arrestor pre-treatment devices continued in the Toowoomba area and was extended to Crows Nest, Highfields, Oakey and Westbrook. Benefits were being experienced in these areas with a noticeable reduction in fats and oils being received at the treatment facilities. Monitoring of servicing of grease arrestors in accordance with trade waste approvals continued, achieving 98 per cent compliance against a target of 95 per cent.

Negotiations continued with major trade waste generators to develop and implement trade waste improvement programs, with a particular emphasis on nitrogen reduction. When implemented, these programs will significantly reduce the amount of nitrogen discharged to the sewerage system and help to improve the performance of the Wetalla WRF.

Capital works programs

Planning for the conveyance of sewage from Highfields and Meringandan to the Wetalla Water Reclamation Facility and the decommissioning of the Browne Road Wastewater Treatment Plant progressed. Detailed design and construction of the project works using an Early Contractor Involvement (ECI) project delivery will commence early 2010/11 with commissioning of the Highfields component by December 2011. The project estimate is \$18 million.

Detailed planning and design progressed for a sewerage scheme for Gowrie Junction and Kingsthorpe which is estimated to cost \$19.6 million. Detailed design, documentation and construction planning of the works will be undertaken over the next 6 to 12 months with project completion scheduled for June 2012.

As a result of a critical review of the proposed Goombungee Sewerage Scheme, council decided not to proceed with the scheme due to the increased capital costs and ongoing recurrent costs.

865m of 150mm diameter, 412m of 225mm diameter, 578m of 300mm diameter and 439m of 375mm diameter sewer mains were relined as part of an ongoing program to reduce groundwater infiltration and inflow of stormwater into the wastewater system. Works undertaken cost \$415,000.

A planning report and concept design report were completed for the Southern Regional Water Reclamation Facility (SRWRF) at Wyreema and the pump station and conveyance mains to take sewage from Westbrook to the SRWRF. Detailed design and construction of the project works using an Early Contractor Involvement (ECI) project delivery will commence early 2010/11 with commissioning by June 2012. The project estimate is \$43 million.

A planning report was prepared for the upgrade of the Pittsworth Wastewater Treatment Plant, and a capacity and operational review of the Clifton Wastewater Treatment Plant was undertaken. As a result of these studies, upgrading of the facilities will be incorporated into future capital works programs.

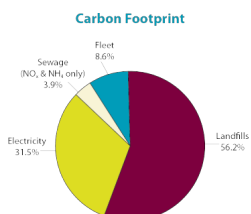
An engineering consultant was engaged to progress the review of the design, operation and maintenance of the Crows Nest CED (sewerage) system.

Climate responsive

Develop and implement a Council response to climate change.

Council's carbon footprint for 2008/09 was 118,649 tonnes compared to 2007/08 was 115,631 tonnes.

The data from these two years has been averaged and attributed to four main sources, as shown in the pie chart (right). The chart highlights that methane emissions from Council's landfills are the most significant source of greenhouse gas emissions, followed by indirect emissions from the consumption of electricity, then direct emissions from the combustion of liquid fuels (ie fleet), and lastly nitrous oxide and methane emissions from sewage treatment.



Encourage environmentally sustainable choices for community mobility.

Extension of the existing pathway and bikeway network to encourage increased active transport use.

Encourage development to be increasingly resource use efficient

Due to the focus on the Strategic Directions community process, the Environmental Excellence Awards were deferred until early 2011.

A tender process was undertaken to sell the housing lots within the sustainable subdivision and these were successfully sold within one per cent of valuation.

Managed to minimise degradation

Develop and maintain a pest management plan for the region

The Pest Management Plan Working Group was formed by council in March 2010 and includes TRC, industry and community representatives. The first meeting was held in May 2010 where it was agreed that the Draft Pest Management Plan 2010-2014 should be advertised for community consultation and feedback. The draft plan will be made available for public comment in early 2011.

District Natural Resource Management staff provided extensive community education initiatives with information displays at the annual Ag Show and FarmFest as well as a number of local agricultural shows around the region. These displays have been invaluable for both staff and community members with extensive information sharing about the benefits and types of pest animal and pest plant control techniques and methods.

Implement and maintain environment management systems across high-risk aspects of council's operations

An Environmental Management System steering committee was formed to manage the implementation of an ISO 14001 Certified Regional Environmental Management System.

Environmental risks at council's major Environmental Relevant Activity sites were identified and analysed.

The Water Services Department's Environmental Management System is scheduled to achieve 3rd Party Certification by 31 March 2011.

Deliver efficient and compliant waste management services

Residents in Toowoomba Regional Council recycled 8,998 tonnes of recyclates from the kerbside recycling service. This included plastics, metals, aluminum, paper and cardboard.

The average number of Toowoomba Regional Council weekly bin services are outlined below:

	Average Bins Serviced (Weekly)
Domestic - General Waste	49,888
Recycling	
Split Bin	6,568
Dual Bin	41,716
Green Waste	16,404

Approximately 36,000 tonnes of waste was collected from households in the Toowoomba Regional Council area.

An electronic waste (E-waste) drop-off day was held in October 2009 where in excess of 35 tonnes was collected for dismantling and recycling. E-waste includes computers, towers, printers, stereos, mobile phones, computer screens and keyboards. This demand for disposal

has necessitated E-waste collection points to be established at various Toowoomba Regional Council landfill facilities.

The drumMUSTER program continued to be a success with 49,643 drums being recycled in 2009/10 compared to 45,055 plastic and metal containers in 2008/09 (which represented a 10.2 per cent increase). Sites are located at Greenmount, Clifton, Pittsworth, Charlton, Jondaryan, Cecil Plains, Millmerran, Yarraman, Brymaroo, Goombungee and Crows Nest.

Design staff were integral in providing input to the Waste Management Strategy recently developed for council, particularly in relation to expansion options of the Bedford Street landfill.

Develop and implement a regional waste management plan

Regional waste strategy

In June 2009, Toowoomba Regional Council engaged Local Government Infrastructure Services (LGIS) to undertake a strategic review to assist in identifying the optimal waste management activities for council.

The strategic review culminated in the development of the Toowoomba Regional Council Waste Management Strategic Plan to address a 10, 20 and 50 year planning horizon.

The review of Toowoomba Regional Council's waste management operations included:

- A current status assessment of council's existing waste portfolio
- A quadruple-bottom-line analysis of council's collection, recycling and disposal operations
- A review of specific topical issues which impact on council's waste portfolio
- The construction of two financial models
- The production of a waste management strategic plan with a focus on disposal strategies
- The Toowoomba Regional Council's Waste Management Strategic Plan was completed and approved by council in July 2010

Develop a program to monitor and report on urban and natural environmental conditions and sustainability outcomes

Some preliminary costings and analysis of landfill site carbon impacts were conducted, however matters relating to the Carbon Pollution Reduction Scheme were on hold pending Federal Government direction on policy.

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Economy highlights



75,000 copies of the Toowoomba and Darling Downs Touring Guide were distributed throughout Queensland and interstate.

In conjunction with several other South-East Queensland councils, a submission for priority in the National Broadband Network rollout was successful and Toowoomba will be in the first one per cent of Australia to receive the network.

The Toowoomba Carnival of Flowers was a finalist in the Regional Achievement & Community Awards (Events & Tourism category) – State; the Australian Events Awards (Best Achievement in Sustainability category) – National; the Queensland Tourism Awards (Festivals & Events category) – State; and identified in the Q150 Icons and ranked among the top six events in the State.

The Toowoomba City Master Plan was completed.

Economy goal



The goal for economy is **a dynamic economy providing employment and opportunity**. The following outcome and strategies have been progressed.

Outcome:

1. [Toowoomba region has a strong economy fostering innovation and diverse business opportunities recognising Toowoomba as the key regional service centre.](#)

More information, including the strategies used to achieve these outcomes can be found by clicking on the left menu.

Economy

Economic strategies

Facilitate the implementation of a regional economic development strategy

In 2010, the Economic Development, Tourism & Events Branch drafted a project brief for the creation of a Regional Economic Development Strategy. It is expected that consultants will be invited to quote for the project in early 2011, after the Queensland Government has completed an economic strategy for the Surat Basin in late 2010 as part of the Surat Basin Future Directions Statement. The Toowoomba Regional Economic Development Strategy will draw on details of the Surat Basin Economic Strategy with additional work undertaken that will be specific to the Toowoomba region.

Members of the Toowoomba Regional Council Economic Development Board completed a study tour that visited the Townsville and Mackay regions on 17-18 February 2010. The purpose was to view economic development agency models and assess the potential impact of planned Surat Basin development on the Toowoomba region.

In March 2010, an Economic Visioning Forum was conducted by the Toowoomba Regional Council Economic Development Board that gathered input from business, community and governmental stakeholders on their vision for the economic future of the Toowoomba region. This information, together with material that will be gathered from the Toowoomba Business Capability Study, will provide input into the Economic Development Strategy and will reduce the time and cost of completing this strategy.

The Toowoomba Regional Council Economic Development Board held a planning workshop on 29 March 2010 and established a sub-committee responsible for investigations into the development of an independent regional economic development organisation. The sub-committee consists of Councillor John McVeigh, John Wagner, Shane Charles, John McCormack and John Russell. At the sub-committee's request, a consultant was engaged to develop a business case document to progress discussion on the potential formation of the organisation with other regional stakeholders. This business case document was completed in conjunction with Toowoomba Regional Council staff.

Facilitate the development of appropriate industrial land

A promotional information sheet for the Charlton-Wellcamp Enterprise Area was completed.

It contained information such as location details and map, zoning, proposed industries, probable prices and the expected date the developed land would be available for purchase.

This was included in information packs provided to parties who contacted Toowoomba Regional Council requesting information on development opportunities, and also to other governmental agencies for distribution to appropriate parties.

Facilitate the development of activity centres that meet community and business needs

The Toowoomba City Centre Master Plan project commenced in February 2009 with the engagement of Urbis Pty Ltd to prepare a master plan, implementation plan, sustainability report and 3D model for the Toowoomba city centre.

The following summarises the key achievements for the 2009/10 financial year for the master plan project:

- Targeted consultation with youth and representatives from cultural and linguistic sectors occurred on 6 July 2009
- Monthly meetings occurred with the reference group and steering committee members throughout the project duration
- The draft master plan was submitted in August 2009
- Open-house community display sessions were held on 27 and 29 August 2009 for the draft master plan material
- The final master plan, implementation plan and sustainability report were submitted in March 2010
- Toowoomba Regional Council formally adopted the above documents on 18 May 2010
- A free public information session was held on 2 June 2010 to provide an overview of the final master plan documentation
- An additional public information session was held in July 2010

Advocate for the business community to have greater access to information technology and communications infrastructure

Council contributed to a jointly funded Western Corridor National Broadband Network (NBN) Project with Ipswich City, Lockyer Valley Regional, Somerset Regional and Scenic Rim councils to establish a business case for priority NBN rollout.

The submission was successful, with the announcement on 8 July 2010 that Toowoomba had been selected as one of the second release sites (within the first one per cent of Australia). Construction was due to commence in March 2011.

Promote the Toowoomba region as a place for business and encourage the establishment of new businesses

On 4 March 2010, Queensland Premier Anna Bligh launched the Surat Basin Future Directions Statement. This commits the State Government to work with Toowoomba Regional Council, Western Downs Regional Council and Maranoa Regional Council, as well as regional industry, to produce comprehensive plans to manage future growth in the region. Work is progressing on various initiatives and, while completion timeframes vary, it is expected to be finalised by December 2010.

The annual update for the Toowoomba Regional Council Economic Profile was released in September 2009. The profile provided valuable statistical information about the region. A printed version is produced annually and widely distributed to the business and academic community. The profile was also posted on council's website and updated quarterly as new statistics become available.

Toowoomba Regional Council was a gold sponsor of the Surat Basin Conference in Dalby from 19-21 August 2009. The conference discussed major energy projects in the region, the benefits to local communities and the resulting opportunities for local businesses.

Queensland Governor Ms Penelope Wensley AO accepted a formal invitation from the Toowoomba Chamber of Commerce, the University of Southern Queensland and the Toowoomba Regional Council for an official visit to Toowoomba in November 2009. Her Excellency had a briefing with Toowoomba Regional Council on the Surat Basin and the Charlton-Wellcamp Industrial Development and visited the Toowoomba Regional Art Gallery and the University of Southern Queensland's Toowoomba campus.

A promotional DVD was produced to highlight the richness of the Toowoomba region and featured its proximity to larger urban areas, lifestyle opportunities, economic diversity, strong economic drivers including low unemployment and strong industry, work/life balance, quality health facilities and strong future growth prospects. This was presented to the Governor of Queensland and used to promote the region as a great place to visit, work and live.

Promote the region as a tourist destination

New branding was developed in conjunction with Toowoomba & Golden West Tourism to ensure a unified marketing strategy for the region – "Toowoomba & the Darling Downs Lots to Love"

A range of visitor information materials was developed to reflect the Toowoomba Regional Council area.

The Toowoomba & Darling Downs Touring Guide was highly sought after, resulting in three print runs totalling 75,000 copies distributed throughout Queensland and interstate.

Visitor attractions and events were promoted through participation in key trade, holiday and travel shows, including Toowoomba Show, Queensland Home & Garden Expo (Nambour), ABC Garden Show (Brisbane), Brisbane Caravan & Camping Show (Brisbane), GardenFest (Toowoomba) and Regional Flavours (Brisbane).

Council supported and provided resources to numerous events and festivals throughout the region including the Hampton High Country Food & Arts Festival and Australian Camp Oven Festival.

Financial and human resources were committed to the attraction of business tourism and visitation through Toowoomba Conferences.

Sports Tourism

Over the past 12 months the Sports Tourism Pilot Project provided assistance to local sporting organisations in the identification and delivery of a number of significant sporting events.

Some of these events included:

- 2009 'Cellarbrations' Queensland PGA Championship – City Golf Club (over 2000 attendees)
- 2009 Cycle Queensland event – nine-day cycle tour throughout region (over 1000 riders)
- 2010 FKG Tour of Toowoomba – various locations (approximately 2000 participants)
- 2010 Endeavour Challenge and Chronicle Community Fair – Queens Park (over 150 riders)
- 2010 Northern University Games – USQ and other sporting venues across Toowoomba (approximately 1000 participants)
- Brisbane Roar v Melbourne Heart Pre-Season A-League fixture – Clive Berghofer Stadium (nearly 3000 spectators)
- Pre-Paralympics Squad Training Camp (Goalball) – Harristown State High School (22 athletes)

Visitor Information Centres

Maintained accredited Visitor Information Centres (VIC) at Toowoomba and Hampton.

Hampton Visitor Information Centre was named the 2010 VIC of the Year, Category 2, at the Queensland Information Centre Association Conference Awards.

Assisted with the establishment of the non-accredited Visitor Information Centres at Yarraman and Pittsworth.

Toowoomba & Golden West Tourism

Maintained proactive membership of Toowoomba & Golden West Tourism.

Provided office accommodation to Toowoomba & Golden West Tourism.

Partnered with Toowoomba & Golden West Tourism in a number of promotional activities including the autumn and winter marketing campaigns and exposure at travel shows.

Jondaryan Woolshed

A feasibility study, business plan and implementation strategy were prepared as part of the platform for handing over responsibility for the operations of the Jondaryan Woolshed to the Jondaryan Woolshed Pty Ltd on 1 July 2010.

An operating agreement to facilitate this transition was signed between the Toowoomba Regional Council and the Jondaryan Woolshed Pty Ltd on March 2010. A handover was conducted at close of business on 30 June with handover to be finalised by August 2010.

The Australian Heritage Festival (22-30 August 2009) introduced new features including additional demonstrations and the daily screening of great Australian movies. The collection of steam engines on show was the largest in many years. The festival also had cheese making, spinning and weaving, sheep shearing and the Queensland Sportshear Championships. Attendance was up by more than 25 per cent on previous years.

The National Miniature Steam Traction Engine Rally (23-25 October 2009) was voted the best in the 21-year history of this event. A record number of 55 engines were showcased in the rally, surpassing the previous best of 29 engines and, for the first time, attracted entrants from New Zealand and Western Australia.

The Queensland Heritage Rally (7- 9 May 2010) featured about 180 exhibitors and attendance at the rally was positive.

The Working Draught Horse Expo (12-14 June 2010) received a record number of horse entries, up by more than 40 on the previous year. About 1,200 visitors passed through the gates with almost 100 caravan and camping sites booked over the weekend.

Explore opportunities for the region to host a variety of festivals and events

Toowoomba Carnival of Flowers

The 60th anniversary of the event was held in 2009 with capacity crowds present throughout the 10-day event.

Ergon Energy Flower, Food & Wine Festival attendances increased 38 per cent on 2008 figures with significant growth in visitors from the South-East corridor (Ipswich, Brisbane, Gold Coast and the Sunshine Coast).

The Chronicle Garden Competition received entries from 56 town and 40 regional gardens which produced stunning displays despite the drought conditions. It was estimated that the top gardens received approximately 25,000 visitors.

Council's talented city gardeners concentrated their efforts on the three key locations of Queens Park, Laurel Bank Park and Picnic Point. The Twilight Tours in Laurel Bank Park, conducted by torchlight to experience the scented gardens, were a great success with tours booked out. Council gardens outside the city precincts were also visited by locals and visitors who made use of their visit to the Toowoomba Carnival of Flowers to further explore the region.

StreetFest was introduced to the 2009 Toowoomba Carnival of Flowers program and included a vintage vehicle display, food and market stalls, entertainment and fireworks. StreetFest was reintroduced in response to community feedback calling for the carnival to return to the city's streets.

The Young Ambassador Program, open to people aged 18-28, focused on developing entrants' knowledge of the Toowoomba region, the tourism and events industry and enhancing professional skills. The 2009 Overall Winner was Jess Wagner.

The carnival was a finalist in the Regional Achievement & Community Awards (Events & Tourism category) – State; the Australian Events Awards (Best Achievement in Sustainability category) – National; the Queensland Tourism Awards (Festivals & Events category) – State; and identified in the Q150 Icons and ranked among the top six events in the State.

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Legislative requirements



This section displays all the tables and data as required by legislation.

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- [Audit report](#)
- [Code of conduct review, implementation and training](#)
- [Conduct of competitive business activities](#)
- [Continual improvements and considerations of council's EEO Management Plan](#)
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Legislative Information

Legislative requirements

This section displays all the tables and data as required by legislation.

Administrative action complaints

Council is committed to dealing fairly with administrative action complaints and has implemented its complaints management process including an assessment of the Council's performance in resolving complaints under the process. A summary of complaints is detailed below.

Complaints Unresolved 2008/09	Complaints Made 2009/10	Complaints Resolved 2009/10	Complaints Unresolved 2009/10
0	12	9	3

Audit report

Internal audit

Toowoomba Regional Council's internal audit function has the role of assessing and evaluating control measures adopted to manage operational and strategic risks in an efficient and effective manner.

In fulfilling this responsibility, Council examines:

- the operations of any organisational or functional unit;
- all auxiliary operations; and
- all controlled entities that are part of, or subsidiary to, or otherwise controlled by the Council.

Internal audit also assists management in achieving Council's corporate objectives consistent with the Corporate and Operational Plans through a systematic and disciplined approach which:

- provides independent and objective assurances that Council is complying with established internal policies, plans, procedures and legislative / regulatory requirements;
- assesses the adequacy and effectiveness of risk management, internal control, and governance processes;
- undertakes detailed assessments as to the reliability, efficiency, effectiveness, compliance and financial regularity of the Council's operations;
- assesses the relevance, reliability, timeliness and adequacy of management information;
- appraises expenditure with regard to "value for money" and recommending improvements in procedures and systems to prevent waste, extravagance and loss;
- reviews the means of safeguarding assets and as appropriate, verifying the existence of such assets;
- participates in the planning, design development and reviewing the implementation, of computer-based financial and other administrative systems;
- reports results following an open process to agree on the facts and the validity of audit recommendations;
- monitors the management implementation of the agreed internal control improvements on a timely basis, performing such follow-up work as deemed necessary to ensure the improvements are both adequate and effective; and
- draws attention to any failure by management to take remedial action.

Internal audit operates from an annual audit plan and a rolling three-year strategic audit plan approved by the Audit Committee.

Audit Committee

The Audit Committee comprises five members, being two councillors and three external representatives appointed by the Council.

The current members of the Audit Committee are; Cr John McVeigh (Chairperson), Cr Mike Williams, Suzy Byrne, John Gosper and Philip Martin (External Members). The committee met four times during the year.

The committee's primary purpose is to provide an independent and objective oversight of Council systems and processes and ensure that the independence of the internal audit function is maintained.

In addition, the committee also monitors and reviews:

- the integrity of financial documents;
- the operations of the internal audit function; and
- corporate governance and risk management practices.

The committee does not have the power or authority to deal directly with issues, however it makes recommendations to council about any matters that the committee considers need action or improvement.

Internal audit plan

The 2009/10 Internal Audit Plan was developed in consultation with key stakeholders and took into account the various operational risks inherent in council operations.

council amalgamation and the resulting changes in key systems and processes presented unique challenges for internal audit. Greater emphasis therefore had to be placed in ensuring that transactions and the information generated from the various systems and processes were complete and accurate. Hence the focus of audits and reviews was largely on reviewing integrity of the major systems and processes and the completeness of data and transactions.

Major audits undertaken during the year included post implementation reviews of the integrated accounts payable and payroll systems.

Other internal audits and reviews included the following:

- Pre-migration of procurement and accounts payable processes and systems;
- Implementation of rates internal audit recommendations;
- Waste collection contracts and related issues;
- Audit certifications provided to "Friends" organisations;
- Mobile phone practices and usage;
- Debt management processes and systems;
- Road maintenance contributions;
- Information management security and controls;
- Regulated parking operations;
- Annual financial statements;
- Cash receipting and banking activities.

Internal audit also investigated and/or contributed to a number of suspected official misconduct incidents and general complaints in accordance with organisation expectation and protocol.

Code of conduct review, implementation and training

TRC approved a Code of Conduct for all employees of council on the 16th October 2009. This Code of Conduct is provided to ensure that all TRC employees fulfill both public and the organisation's expectations. The development of the code underwent vigorous review and consultation to ensure that it reflected all principles required of council as a Local Government Entity.

Code of Conduct training has been provided to 1,530 employees since January 2010. The delivery of the code involved interactive training and involvement of all our employees to ensure a complete understanding was obtained. The endorsement of this code has been a tremendous highlight for council this year and reflects council's efforts to implement a uniform expectation of behaviours for all employees in the organisation.

Conduct of competitive business activities

As required by Section 765 of the Local Government Act 1993 the following activities were identified as business activities for 2009/10 (Council Decision – 16 June 2009 (Committee of the Council - 9 and 10 June 2009 - Item 34):

Type 2

- Water & Wastewater
- Roads
- Private Works

Type 3

- Fleet & Plant Services
- Building Certification
- Aquatic Facilities
- Quarries

- Cemeteries
- Refuse Collection
- Waste Management
- Aerodromes
- Laboratory Services.

Council applies the Code of Competitive Conduct in the form of full cost pricing to each of the activities.

Continual improvements and considerations of council’s EEO Management Plan

Council strives to ensure that we promote an equal employment opportunity workplace, as well as ensure all employment practices are non-discriminatory.

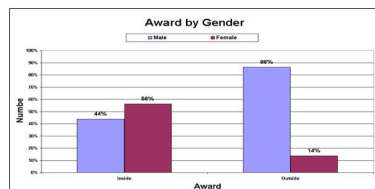
For the 2009/10 financial year:

Year	Trainees & Apprentices	Females	Non-English speaking background	Aboriginal & Torres Strait Islander Peoples	People with a Disability	Total Number of Employees
2009-2010	49	524	39	23	12	1,644

In 2010 council appointed 49 trainees and apprentices under the *First Start* program and *Youth Training Incentive* program (or school-based traineeships). Council achieved the following target group numbers: 14 x women; 2 x Aboriginal & Torres Strait Islander peoples; 16 x young people aged 15 – 24 years & 18 x trainees on the “Green Army” register. This is a very pleasing result for council.

Location	Apprentices	Trainees	School-based
Toowoomba	3	20	4
Goombungee	3		
Pittsworth		2	2
Greenmount		2	
Clifton			2
Crows Nest	3	4	
Oakey			4
Total	9	28	12

Council always strives to ensure that equality in the workplace is maintained. As typical in local government, males dominate the ‘outside’ workforce (86%) and females the ‘inside’ workforce (56%).



Council meeting attendance

The number of meetings attended by each councillor is shown in the table below.

Name	Ordinary Meeting	Committee Meeting	Special Meetings	Total Meetings Attended	Meeting Apology or Leave of Absence	Comments
R.P. Antonio	10	11	2	23	3	
W.W. Cahill	11	11	3	25	1	Leave of Absence from meeting occurred due to councillor participating in a delegation to the United Kingdom.
A..G. Glasheen	12	10	3	24	2	Present for 1 day of 2 day Committee Meeting on two occasions.
P.C.T. Marks	11	11	2	24	2	
J.J. McVeigh	11	10	3	24	2	
J. Ramia	12	11	3	26	0	
R.S. Scotney	12	10	3	25	1	Present for 1 day of 2 day Committee Meeting on one occasion.
N.L. Strohfeld	10	10	3	23	3	
C.E. Taylor	10	10	2	22	4	
P.M. Taylor	12	11	3	26	0	
M.A. Williams	11	11	3	25	1	
Total Meetings held	12	11	3	26		

Councillor code of conduct breaches or complaint

Breach	Number
Disciplinary matters, orders and recommendations made with respect to councillor misconduct	0
Orders made with respect to inappropriate conduct by councillors	0
Names of each councillor in relation for whom an order or recommendation was made	Not applicable
Description of the misconduct or inappropriate conduct engaged in by each of the councillors	Not applicable
Orders or recommendations made for each councillor	Not applicable
Complaints about the conduct or performance of councillors assessed as frivolous or vexatious	3
Complaints referred to the department's chief executive	0
Complaints referred to the Mayor	0
Complaints assessed by the Chief Executive Officer as being about official misconduct	0
Complaints heard by a conduct review panel	0
Complaints heard by the tribunal	0
Complaints dealt with by the Chief Executive Officer	3

Councillor remuneration including superannuation contribution

Councillor	Councillor Remuneration Paid			Superannuation (Council contribution - 12%)
	Remuneration	Loading	Total	
Cr Peter Taylor	\$ 147,832.00	\$ 9,730.00	\$ 157,562.00	\$ 18,909.66
Cr Paul Antonio	\$ 99,625.00	\$ 6,890.00	\$ 106,515.00	\$ 12,781.70
Cr Bill Cahill	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Anne Glasheen	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Peter Marks	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr John McVeigh	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Joe Ramia	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Ros Scotney	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Noel Strohfeld	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Carol Taylor	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Cr Mike Williams	\$ 89,985.00	\$ 6,170.00	\$ 96,155.00	\$ 11,538.76
Total	\$ 1,057,322.00	\$ 72,150.00	\$ 1,129,472.00	\$ 135,540.20

Councillor expenses and vehicles

Councillor	Accommodation	Professional Development	Travel and Transfers	Council Vehicle			Meals	Hospitality	Total
				Provided	Councillor Payment*	Cost			
Cr Peter Taylor	\$2,340.74	\$2,046.12	\$23,789.05	N	\$0	\$0	\$907.38	\$692.35	\$29,775.64
Cr Paul Antonio	\$267.27	\$1,373.57	\$63.39	Y	(\$2,784.60)	\$25,137.00	\$127.27	\$0	\$24,183.90
Cr Bill Cahill	\$190.91	\$577.72	\$3,023.56	Y	(\$2,784.60)	\$14,653.00	\$13.64	\$0	\$15,674.23
Cr Anne Glasheen	\$1,395.54	\$1,416.55	\$2,269.31	Y	(\$2,784.60)	\$15,527.00	\$20.68	\$0	\$17,844.48
Cr Peter Marks	\$2,727.82	\$3,955.25	\$695.16	Y	(\$2,784.60)	\$14,135.00	\$126.73	\$0	\$18,855.36
Cr John McVeigh	\$562.54	\$3,018.90	\$6,342.78	(Part Year)	(\$1,392.30)	\$11,066.00	\$231.82	\$0	\$19,829.74
Cr Joe Ramia	\$190.91	\$1,364.13	\$0	Y	(\$2,784.60)	\$12,209.00	\$0	\$0	\$10,979.44
Cr Ros Scotney	\$0	\$1,040.91	\$14,826.96	N	\$0	\$0	\$0	\$0	\$15,867.87
Cr Noel Strohfeld	\$2,492.02	\$636.56	\$2,158.17	Y	(\$2,784.60)	\$25,328.00	\$36.32	\$0	\$27,866.47
Cr Carol Taylor	\$1,887.29	\$5,508.39	\$1,087.03	Y	(\$2,784.60)	\$19,336.00	\$809.82	\$0	\$25,843.93
Cr Mike Williams	\$0	\$209.10	\$0	Y	(\$2,784.60)	\$14,825.00	\$0	\$0	\$12,249.50
Total	\$12,055.04	\$21,147.20	\$54,255.41		(\$23,669.10)	\$152,216.00	\$2,273.66	\$692.35	\$218,970.56

* equates to payment by councillor of private use component of council vehicle

Councillor's discretionary fund

Council does not operate a discretionary fund to councillor for donations to community organisations.

Councillors facilities provided

Councillor	Facility/Device				Comment
	Laptop computer	Mobile Modem	Smartphone	Printer	
Cr Peter Taylor	Yes	Yes	Yes	Yes	
Cr Paul Antonio	Yes	Yes	Yes		
Cr Joe Ramia	Yes		Yes		
Cr Bill Cahill	Yes	Yes	Yes	Yes	Blackberry provided for only part of the year.
Cr Anne Glasheen	Yes	Yes	Yes	Yes	
Cr Peter Marks	Yes		Yes		
Cr Ros Scotney	Yes	Yes	Yes		
Cr Noel Strohfeld	Yes	Yes	Yes	Yes	
Cr Carol Taylor	Yes	Yes	Yes		
Cr Mike Williams	Yes	Yes	Yes		
Cr John McVeigh	Yes	Yes	Yes	Yes	

Registers kept by council and open for inspection

Unless indicated otherwise we keep the following registers for inspection during office hours:

- Register of Interest for each Local Government Councillor (held by Co-ordinator, Council Business - 543 Ruthven Street) [Extracts are available on web site]
- Register of Delegations by council to the Chief Executive Officer ***
- Register of Delegations by the Chief Executive Officer to council officers ***
- Register of Exercise of Enterprise Powers (held by Co-ordinator, Council Business - 543 Ruthven Street) ***
- Register of Local Laws and Subordinate Local Laws (Website of the Department of Infrastructure and Planning)
- Register of Fees and Charges ***
- Register of Roads
- Road map and register
- Register of Local Government Business Entities to which Competitive Neutrality Principles Apply
- Register of Disclosure of Election Gifts (held by Co-ordinator, Council Business - 543 Ruthven Street)

*** Indicates Register is available on council's web site www.toowoombarc.qld.gov.au

Disclosure of cross - subsidies

Disclosure of cross - subsidies (section 93 of the *local government act 1993*)

No cross-subsidies between different classes of consumers for water and wastewater services were identified in 2009/10.

Grants to community organisations

Council provided \$813,226 in grants or donations to community organisations. This amount does not take into consideration in kind support or rate rebates.

Major recipients of grants were:

Organisation	Amount
Toowoomba & Golden West Tourism	\$ 87,801
Spring Bluff Railway Station Trust	\$ 69,000
Queensland Museum	\$ 65,000
Easterfest	\$ 54,000
Toowoomba Police Citizens Youth Club	\$ 41,200
Healthy Waterways Ltd	\$ 33,498
University of Southern Queensland	\$ 33,400
Little A's	\$ 30,360
Cultural Heritage Network-Toowoomba	\$ 26,554
Millmerran Commerce & Progress Assoc.	\$ 20,000
Toowoomba Mothercraft Association	\$ 19,800
Toowoomba Regional Council Employee Assoc.	\$ 13,000
Bizoo	\$ 12,000
Highfields StateSchool P&C	\$ 10,000
USQ Artsworx	\$ 9,000
Royal Agricultural Society	\$ 9,000
Surat Basin Corporation	\$ 8,000
City of Toowoomba Eisteddfod	\$ 8,000
Lions Club of Toowoomba West	\$ 6,413
St Vincent's Hospital Toowoomba	\$ 6,120
Clifton & District Progress Assoc.	\$ 5,720
High Country Festivals Inc.	\$ 5,000
Guide Dogs Qld	\$ 5,000
Crime Stoppers Queensland	\$ 5,000
Anglican Parish Of St Luke Toowoomba	\$ 5,000

Involvement in the green army initiative

Queensland's Green Army initiative is one of the State Government's responses to an expected increase in unemployment as a result of the global financial crisis. The Green Army is all about local people improving their local communities.

Council has adopted this initiative and this year has selected in total 18 new employees for the Green Army work placement program. This program is held for a period of 26 weeks, and during this time council offered our "Green Army" participants the opportunity to work together in a team with other council employees. The participants have the chance to rotate between worksites to expand their knowledge and skills. The main focus of this initiative is to help conserve and restore the natural environment, green spaces and recreation areas within our region.

Overseas travel

For the 2009/10 the following councillors and staff travelled overseas on council business:

Name	Position	Destination	Purpose	Cost
Danielle Fitzpatrick	Manager Development Assessment	Christchurch, New Zealand	International Planning Conference	\$1,980.21
Stewart Somers	Director Planning and Development	Christchurch, New Zealand	International Planning Conference	\$ 2,583.08
Dyan Currie	Manager Land Use Planning	Christchurch, New Zealand	International Planning Conference	\$ 0
Ken Gouldthorp	Chief Executive Officer	Dunedin, NZ	Australia/NZ Local Government Chief Officers Group Meeting	\$ 1863.86
Noel Strohfeld	Councillor, Strategic Services Portfolio	Takatsuki	Council Sister City Delegation	\$ 2,245.59
Anne Glasheen	Councillor, District Services	Takatsuki	Council Sister City Delegation visit	\$ 2,959.41
Debra Howe	Manager economic Development, Tourism and Events	Takatsuki	Council Sister City Delegation visit	\$ 3,267.26
Jane Morey	International Secretariat/Support Officer	Takatsuki	Council Sister City Delegation visit	\$ 3,222.76
Debra Howe	Manager Economic Development, Tourism and Events	Christchurch, New Zealand	Ellerslie Flower Show	\$ 1,306.56
Steven Tate	Senior Workplace Relations Officer - District Services	Paju, South Korea	Sister City Staff Exchange Program	\$ 15,618.49
Brian Pidgeon	Director, Environmental & Community Services Portfolio	London, Birmingham, Staffordshire, Isle of Wight and Southampton, England	Local Government Infrastructure Services (LGIS) UK Trade Mission (Recycling and Waste Management)	\$ 3,077.58
Bill Cahill	Councillor, Environmental & Community Services Portfolio	London, Birmingham, Staffordshire, Isle of Wight and Southampton, England	Local Government Infrastructure Services (LGIS) UK Trade Mission (Recycling and Waste Management)	\$ 2,984.47
Total				\$38,526.19

Roads and reserves controlled by council

Toowoomba Regional Council has control of:

- (a) 754 reserves having a total area of 3,387 hectares of which approximately 176.45 hectares is currently leased; and
- (b) 9,650.4 kilometres of roads consisting of 3,329.6 kilometres sealed roads, 3,022.5 kilometres gravel roads, 430.3 kilometres formed roads and 2,868 kilometres unformed roads.

For the purposes of the financial statements this land is not valued.

Tenders and expression of interest

In accordance with section 488 of the *Local Government Act 1993* no tenders were invited to change their tender to take account of a change to the tender specification.

Council resolved to invite expressions of interest prior to inviting tenders in accordance with Section 489 of the *Local Government Act 1993* for the following projects:

- Yarranlea Bore Water Treatment Project;
- Toowoomba Airport Upgrade Project; and
- unspecified wastewater projects.

Women in local government

With 2010 being the year for Women in Local Government, some positive achievements and steps have been taken by TRC to support our female employees. Some of these are:

- The inclusion of maternity leave entitlements in the Certified Agreement
- The delivering of four CEO Challenge Training seminars which were aimed at;
 - raising awareness on domestic violence,
 - providing understanding on the extent of the problem and
 - providing information about how people can get help.
- Study assistance being offered/supplied for career advancements to 15 women studying at university
- The Toowoomba Regional Council Women in Engineering and Science Group won several USQ awards associated with the "GoWEST" Program.
- The induction of 97 women (51% of the total new employees) into Council over the last financial year
- The delivery of a Wellness Program, where 130 women participated in this initiative to take steps to quit smoking, receive immunisations and consider other lifestyle initiatives which aim to promote a healthy workplace for the wellbeing of the employee.

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Policies

The attached policies have been provided to provide further understanding of Councilor's reimbursement of expenses, Council's revenue and long term debt.

[Expenses Reimbursement Policy](#) (187kb)[2009/10 Revenue Policy](#) (51kb)[2009/10 Revenue Statement](#) (763kb)[Borrowing Policy](#) (614kb)

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