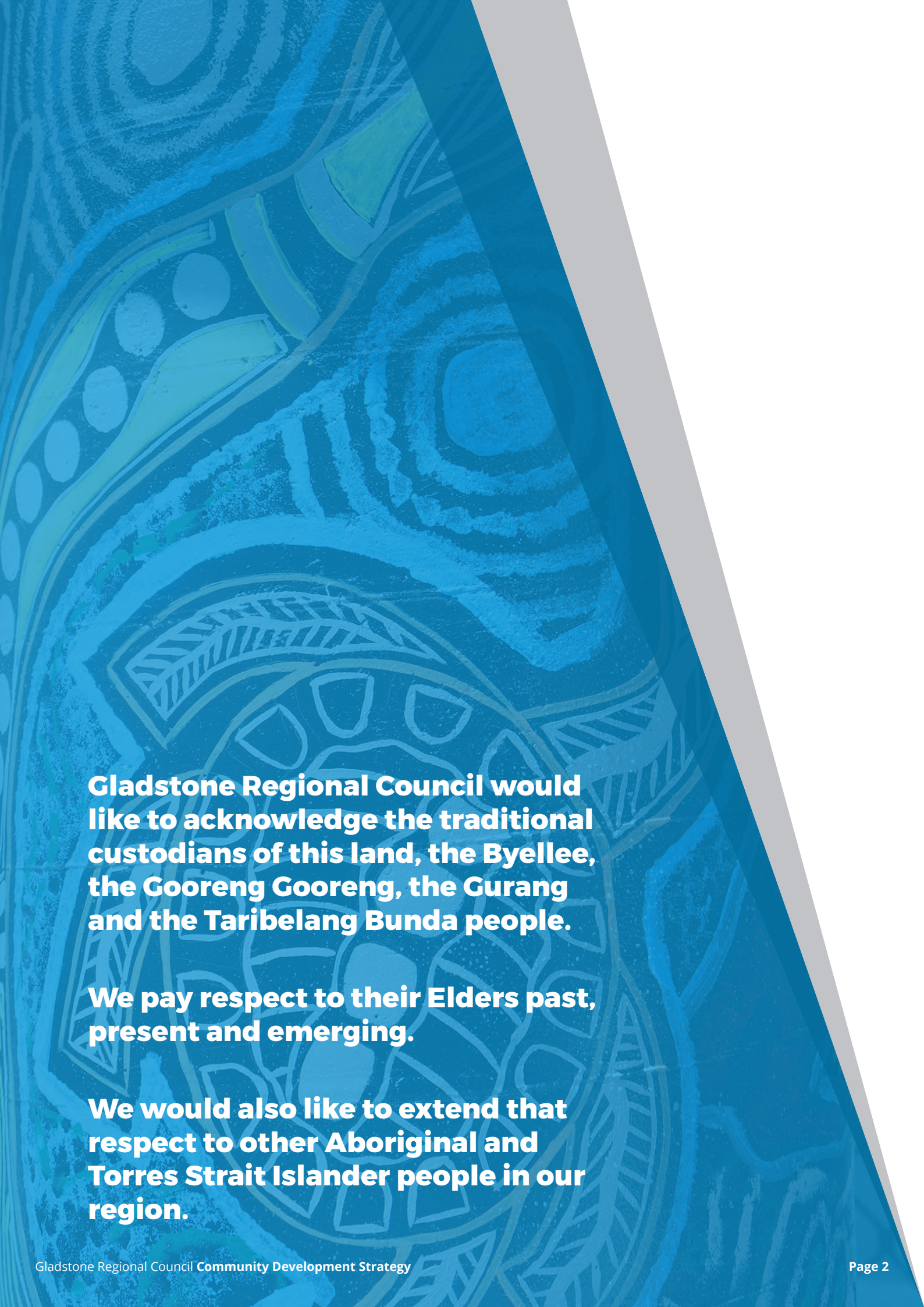




Community Development Strategy

2021 - 2026



Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Byellee, the Gooreng Gooreng, the Gurang and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

We would also like to extend that respect to other Aboriginal and Torres Strait Islander people in our region.

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We are committed to fostering engaged, involved and proud communities.

Introduction

The Gladstone Regional Council Community Development Strategy 2021-2026 provides direction for how Council will, in partnership with the community, continue to foster engaged, involved and proud communities in the region.

The Community Development Strategy is an organisation-wide strategy that outlines how Council will deliver community development over the next five years. The Strategy details Council's commitment to community development, defines the concept of community development and how it relates to Council's function and roles.

The Strategy provides clear direction on Council's community development priorities and outlines how Council can work with and alongside the community, organisations and other levels of government to foster a strong and vibrant Gladstone Region.

Through extensive research, engagement and consideration of emerging trends, five priority action areas have been identified from which to strengthen and enhance the health and wellbeing of the region, namely:



Capacity: collaboration and partnerships that help to build the capacity of our people and communities and enable all to thrive.



Places: creating accessible, fulfilling and engaging places and spaces for community.



Connect: strengthening community connection, participation and activating communities.



Wellbeing: fostering healthy, safe and supported communities.



Planning: working with the community to plan for our region.

Within the broad priority action areas lie goals, initiatives, and measures to track our performance. As part of the process, Council has also developed a Community Development Action Plan which identifies the practical implementation of the Strategy.

The Strategy builds on Council's existing community development programs and activities to include new and exciting ideas to strengthen the community and build capacity to respond to challenges as the region transforms. Underpinning this Strategy is the belief that collaborative, cooperative and community-centred approaches to community development will lead to more effective actions and greater social benefit.

The Gladstone Region

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's environment is as varied as its capacity for economic development. The region has a population of about 63,000 people and covers 10,500 square kilometers.

It has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its appeal and potential for future growth.

In recent decades, the economy has been built around heavy industry with access to a deep water harbour for export trade.

The region has two of the world's largest alumina refineries, the Boyne Island Aluminium Smelter and the Liquefied Natural Gas (LNG) industry on nearby Curtis Island.

But after a period of economic slowdown and the world-wide pandemic, it is now looking to recover and revive its communities for a brighter future.

Industry, along with an engaged community, will be at the centre of this revival. Several renewable energy projects embracing biofuels, solar energy, hydrogen and new waste management practices have been proposed for the Gladstone State Development Area.

Their go-ahead would position the city of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.

Away from industry, the Gladstone Region features plenty of green open space, including the nationally recognised Gladstone Tondoon Botanic Gardens and other coastal locations where sailing and boating activities take place.

Residents and visitors can see historical sites, go bush walking, mountain climbing or snorkel on the Reef to experience the outdoor environment.

The region's strength is a great sense of community with a 'can do' attitude. Combine this with well-developed infrastructure and services, and you have local communities with a support structure to recover from setbacks and thrive again.

These communities include the urban centres of Gladstone and Boyne Island/ Tannum Sands, as well as the smaller towns of Agnes Water, Ambrose, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Larcom, Many Peaks, Nagoorin, Raglan, Rosedale, Seventeen Seventy, Targinnie, Turkey Beach, Ubobo, Yarwun and our Island communities.

In developing this Strategy, a significant amount of research and engagement has identified a number of key trends in the region. These trends present some challenges and opportunities which have shaped the Strategy and Action Plan. Some of the overall challenges and opportunities that have been identified through the process include:

- Developing new and innovative ways to work with the community
- Ensuring that the Strategy is flexible to respond to challenges and crises in the future
- Connecting with all diverse communities within the region
- Understanding and projecting future community needs and impacts
- Proactive community development and strategic planning.

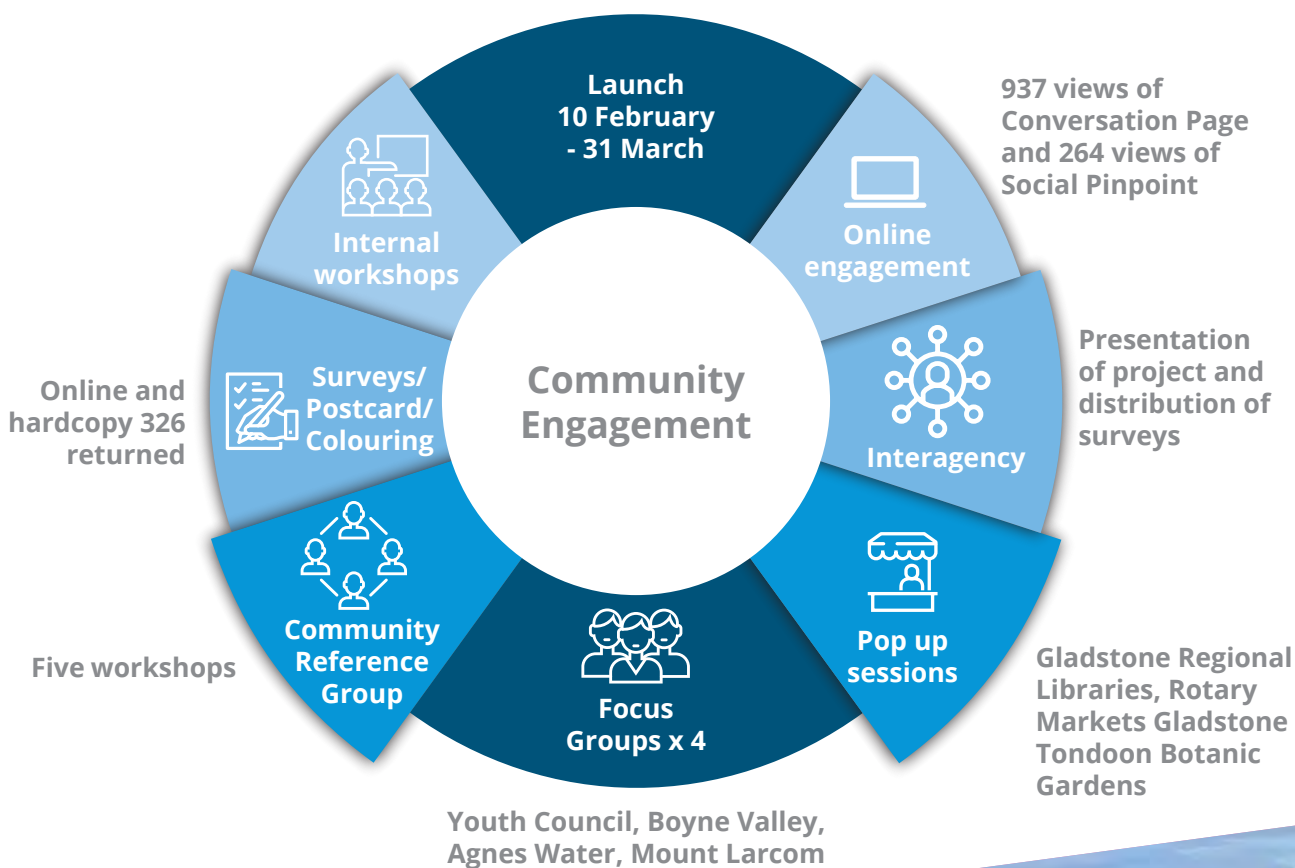
Developing the Strategy

Council initiated the Community Development Strategy project in early 2020. The project included engagement with Council staff, engagement with the community and research. Community engagement activities ran over February and March 2020. Focus groups were conducted, workshops and pop-up market stalls were also held. Surveys were used to gather information from community.

Three background reports were written to assist in the development of the strategy which included:

- Best Practice Review of Community Development Strategies across Australia including a review of models of community development practice
- Demographic Report of the region including review of previous engagement activities
- Community Engagement Report which included the outcomes from the engagement activities.

Figure 2: How did we engage the community?



Our Community Development Strategy

Strategic Context

The Corporate Plan is a vital part of the strategic planning framework and serves as the primary strategic planning document; guiding us to the needs of our community and futureproofing our organisation to deliver. The Corporate Plan enables us to meet community need in an efficient and responsive manner by embracing innovation and taking a value-for money approach to service delivery.

This strategy supports the successful delivery of the Corporate Plan by articulating its contributions towards the achievement of the Vision, Values and Strategic Goals. The strategy also highlights objectives to be included within our annual Operational Plan, Business Unit and Team Plans which are funded accordingly in our budget processes.

Community Development Strategy

The Community Development Strategy is whole of Council strategy that directly aligns with the Corporate Plan and other strategic documents.

Council have identified some new and exciting ways that community development is being delivered in local government across Australia and the world. These new ways are community centric, empowering, deliberative and collective.

Previously there has been a strong emphasis on service delivery however in this new Strategy, Council are placing emphasis on capacity building, placemaking, partnership and strategic approaches using Asset based Community Development Principles. We also have a strong commitment to effective community engagement. These concepts will guide the community development processes across Council.

What is Community Development?

Community development is a process of working together to strengthen communities to foster positive participation, connections and collaboration.

Community development is centred on community capacity building to create a strong community through enhancing people's sense of belonging and improving people's health and wellbeing.

Who are our community?

Community describes collective groups of people in themes such as:

- People who work and visit our region
- Networks with joint interests
- Place based or virtual communities
- People with transient or legacy connections
- Founded on shared interest, demographics, needs or culture.

Communities are made up of people who are your neighbours, teachers, friends, colleagues or local businesses. Communities are created through connections and community development is a collaborative process in which communities have a lead role.

Connections with Council Strategies

In August 2018, Council transitioned to a new operating model and new Corporate Plan setting a clear direction towards creating a strong fabric of community connectedness, lifestyle and enhanced liveability in the Gladstone Region.

The Community Development Strategy sits under Council's Corporate Plan and directly aligns with its vision of Connect, Innovate, Diversify and within a number of the corporate goals. These goals have been identified throughout the document.



There are a number of other Council documents that underpin and connect to the Community Development Strategy. These strategies include:

- Biodiversity Conservation Strategic Plan
- Gladstone Region Visitor Economy Strategy
- Tondoon Botanic Gardens Strategic Plan
- Library Futures Strategic Plan
- Gladstone Region Arts & Cultural Development Plan
- Reconciliation Action Plan
- Gladstone Regional Events Strategy
- Jump Start City Heart Strategy
- Gladstone Regional Economic Development Strategy.

A number of Council policies also underpin and support the Community Development Strategy. Of particular note is the Community Engagement Policy that aims 'to provide effective stakeholder engagement enabling productive relationships, improved dialogue, create a culture of deliberation, putting the community at the core of Councils business and in turn stronger local democracy.' Other Policies with relevance to this Strategy include:

- Cultural Diversity Policy
- Event and Venue Programming Policy
- Public Art Policy
- Arts and Cultural Development Policy
- Community Investment Policy.

Council's community development functions

Local government is the closest level of government to the community. Local government is often the first contact for community when concerns or challenges arise. Council are well positioned to respond to community needs and play an important role in the support and development of strong, active and vibrant communities. Our connection to the community leaves us well placed to understand the community, deliver services, foster networks and be responsive to needs in the community. The core roles and responsibilities of Council in community development have been identified to the right.

Role	Community Development
Leader and Innovator	Lead change in the community through developing innovative solutions, targeted programs, plans, strategic directions. Lead by example.
Provider	Provider of services, facilities, places and spaces, programs, activities and events.
Funder	Provide funding to community to develop projects, initiate programs and improve delivery of activities.
Partner	Partner with other services and agencies to deliver programs and activities.
Facilitator and connector	Facilitating networks and connect groups to work together to address challenges and create solutions.
Advocate	Representing the issues and interests of the community to various levels of government, services and organisations to improve community health and wellbeing.
Planning and research	Gather research and evidence to assist in planning with the community to meet the needs of the community now and into the future.
Education and Communication	Work with the community to promote and educate about resources available, ways to connect with others and opportunities for the community to participate.

The Strategy

Vision

Our vision for community development is:

Strong, engaged happy and vibrant communities through connections and partnerships.

Principles

A set of core principles have been identified throughout the research and also the engagement. Principles describe the important elements and foundations for best practice in community development. They define what are non-negotiables in the process of community development. These principles will guide the implementation of the Strategy and Action Plan.

Diversity & Inclusion: we celebrate the diversity and inclusion in our communities and recognise their right to be heard and participate by reducing barriers and working together.

Accessibility: we aim for equitable access to programs, services and facilities for all.

Collective action and collaborative: we believe in doing things 'with' not 'for' the community.

Community knowledge and wisdom: we value community knowledge and wisdom and acknowledge its importance to community development processes.

Communication and engagement: we will have open and honest communication and value community participation in decision making.

Outcome focused and measurable: our community development process and projects will be outcome focused and measurable.

Respectful: we will work respectfully with the community.

Innovation: we will seek out new and innovative ways to work with the community, engage the community and respond to challenges in the community.



Priority action areas

We have developed five Priority Areas for the Strategy from which all actions will flow. Our priority action areas have been identified through the research, engagement and in consultation with staff. The priority action areas are:



Capacity: collaboration and partnerships that help to build the capacity of our people and communities and enable all to thrive.



Wellbeing: fostering healthy, safe and supported communities.



Planning: working with the community to plan for our region.



Places: creating accessible, vibrant and engaging places and spaces for community.



Connect: strengthening community connection, participation and activating communities.



Priority Area 1: Capacity



Collaboration and partnerships that help to build the capacity of our people and communities and enable all to thrive.

Outcome

We will build the capacity of individuals and groups to support them to prosper and grow. We will assist communities to take the lead and develop their own solutions. The focus will be on 'doing with' not 'doing for' the community.

Context

Capacity building isn't just a one-off event, activity or exchange. It is about building trustful and purposeful relationships with organisations, groups and associations to develop strength within their communities. Our engagement highlighted that the community believed collective action, cooperation and shared goals were important elements of a strong community. Our discussion with community groups often highlighted the enormous capacity that we have in the Gladstone Region through dedicated, passionate and committed people who work tirelessly to provide services, programs and activities within the community.

There are many examples of groups and associations taking the lead and developing innovative programs to meet community needs. We know Gladstone Region communities have great ideas and solutions but often require some assistance from Council to progress their projects, programs and activities. We often hear 'we don't want Council to do it for us, just help us and guide us through'. Community capacity building is just that.

Objectives

1. Partner with the community to deliver and support empowering capacity building programs.
2. Partner and empower advisory groups, community organisations and individuals to develop initiatives that strengthen the region.
3. Review and refine processes and programs to enable increased and inclusive access by the community.

Success measures

- Track the knowledge change from capacity building programs
- 100 per cent delivery of endorsed Community Recovery Group plans for 2020/21
- Number of initiatives Council is actively partnering with the community to deliver that contribute to the strength of the region
- Monitor the success of process and program reviews through the uptake of Council coordinated capacity building programs.

Links to other strategies

Other Council strategies and plans that have community capacity elements include:

- Regional Events Strategy: Grow event organisers capacity, sharing of resources, event toolkit and facilitating networking section
- Visitor Economy Strategy: Priority 5, build capability and capacity
- Arts and Culture Plan: Priority 5. Productive Partnerships: Productive partnerships and alliances within and external to the Region and Priority 6. Cultural Citizenship: Sound community-based leadership of a well coordinated arts and cultural sector
- Gladstone Regional Council Local Disaster Management Plan 2013
- Covid-19 Recovery & Response Plan.

Core services and programs

Community Investment Program

Council offers six separate funding streams for groups and organisations seeking funding assistance in the form of donations, sponsorship and /or grants.

Youth Council

The Gladstone Region Youth Council acts as a formal advisory committee to Council on youth related matters within the Gladstone Region. Members are aged between 15 and 24 years and reside in the Gladstone Region.

Regional Arts Development Fund

The Gladstone Regional Council Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Gladstone Regional Council to support local arts and culture in regional Queensland. Local arts and cultural groups and individuals can apply for funding for specific short-term projects.

Reconciliation Action Plan Reference Group

This group of volunteers will provide strategic advice to Council to drive the successful delivery of the Plan's actions which aim to create lasting and meaningful relationships and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians in our region.

Disaster Recovery and Resilience Program

Gladstone Regional Council plays a major role in managing the impacts of disasters within the community. Council is committed to educating residents about these natural dangers. Council is required under legislation to form a Local Disaster Management Group.

Reviving our community for a brighter future

Gladstone Regional Council has developed an Action Plan in response of the COVID-19 health emergency. The three year plan focuses on actions that will support our region to recover specifically in the areas of impact - community, economy and tourism.

Case study: Investment Roadshow

In early 2020 Gladstone Regional Council hosted a series of roadshows aiming to inform the community about funding options available under its Community Investment Program.

The Community Investment Roadshow encompassed eight locations within the Gladstone Region. Four funding initiatives sit under the Community Investment Program umbrella including the Connected Communities Fund, Regional Enhancement Fund, Community Celebration Fund and Community Education Fund.

The Connected Communities Fund enables Council to provide support for community connection, social inclusion, access and participation. The purpose of the fund is to empower our communities to identify local areas of need and receive assistance from Council to address these areas and build capacity within their community. Anyone from sporting clubs, recreation and active recreation groups, community progress associations, local education institutions, charitable organisations, peak sporting agencies, event organisations and arts, heritage, museum and cultural organisations could be eligible for funding.

The Roadshow was a very successful series of events in which Council engaged with the communities and assisted them to develop ideas, understand the grant opportunities and build their capacity.

Priority Area 2: Place



Creating accessible, vibrant and engaging places and spaces for the community.

Outcome

Council will provide safe engaging spaces for people to connect with services, organisations, clubs and their community.

Context

Communities thrive in shared places and spaces as they encourage and build connections and participation. Social infrastructure is often linked to a sense of belonging and contributes to civic pride and vibrancy. Council has a number of excellent facilities that provide services, information or promote community connection. Council takes a great deal of pride in the social infrastructure in our region and how these places and spaces contribute to liveability and connection. As the region develops the needs of the community in relation to social infrastructure change. Council will continue to work with community to develop and enhance the social infrastructure of our region, to ensure it meets the community's needs now and into the future.

Objectives

1. Ensure all Council's social infrastructure is safe and accessible and meets the needs of the community now and into the future.
2. Activate Council's facilities, parks and open spaces across the Gladstone Region.
3. Activate the Philip Street Communities and Families Precinct.

Success measures

- Percentage of social infrastructure that is DDA compliant
- Percentage of planned social infrastructure maintenance complete
- Percentage of new social infrastructure and social infrastructure upgrades that include community engagement
- Percentage increase in bookings for Council's parks, open spaces and community facilities.

Links to other strategies

Other Council strategies that have elements related to creating and enhancing places in the region include:

- Arts and Cultural Plan: Animated Places & Spaces - Engaging and appealing public spaces and access to quality arts and cultural facilities
- Library Futures Plan 2020
- Tondoon Botanic Gardens Strategic Plan
- Ageing in Place.

Case study: Philip Street Communities and Families Precinct

The Philip Street Communities and Families Precinct has been designed to strengthen Gladstone's community and social service system by the clustering of community facilities to improve and enhance service delivery and community outcomes. This is an example of a collective impact approach to service support systems.

The Philip Street Communities and Families Precinct recognises the central role communities play in supporting and protecting good wellbeing through fostering social inclusion, connectedness, and enabling access to resources and services. This precinct is an excellent example of a collaborative approach to addressing community need and social infrastructure planning. Services will be colocated and work together to address the challenges in the community. This precinct will be an inclusive and welcoming hub for community to access services, recreate and connect.

Construction for the facility has started and facility is due to open in mid 2021.

Core services and programs

Phillip Street Communities and Families Precinct

The Phillip Street Communities and Families Precinct is the principal social infrastructure initiative to address current and future human and social services needs for the region.

Sport and Recreation facilities master planning

Council undertakes large master planning projects such as Gladstone Coal Exporters Sports Complex (Marley Brown Oval) and the Boyne Tannum Aquatic Recreation Centre.

Parks and Open Space development

The Gladstone Region is well served by an extensive network of parks and recreation areas. Council regularly undertakes Park and Open Space development and enhancement.

Library network services

Gladstone Regional Libraries has six branches. The libraries provide many services, resources and activities for the community including story time, games, community gardens, meeting room hire, technology and a volunteer program.

Neighbourhood Centre support

Council supports the Neighbourhood Centre at 105 Toolooa Street. The centre provides various programs and activities for the community and is funded by the Department of Communities, Housing and Digital Economy.

Arts and cultural facilities

Over many years Council and the community have made a considerable investment in arts and cultural development and associated facilities. Council operates the Gladstone Regional Art Gallery & Museum and Gladstone Entertainment Convention Centre two of the region's major arts and cultural facilities.

Community Halls

Community Halls play an important part in communities, providing safe spaces for communities to come together to meet, celebrate and connect. The Gladstone Region has 26 community halls that are operated and maintained by either Council or through lease arrangements with community organisations.

Safe and effective community assets

Council has an active asset management program to ensure our community assets are safe, remain relevant and continue to deliver value to the community.

Priority Area 3: Connect



Strengthening community connection, participation and activating communities.

Outcome

Council will continue to foster well connected communities through the provision and support of engagement, communication, events, programs and activities.

Context

Communities who are connected and active are strong and vibrant communities. Connected communities improve the liveability of the region and people's health and wellbeing. Connections are vital to reduce social isolation and essential in challenging times like natural disasters. Connectedness is important to attract and retain people, so our region continues to prosper and grow. Council has an important role in developing, promoting and enhancing opportunities for community to participate and connect. We are continuously improving the ways we communicate and engage with the community to ensure we are connecting in as many ways as we can.

We are proud of our volunteering rates and how active our community is. Our volunteering rates are higher than the state average at 20.3% of persons compared with 18.8% across Queensland (2016). We recognise the contributions that volunteers make in our community. With over 200 clubs and sporting organisations in the region and over 200 events we see that you value connections too.

Objectives

1. Increase the frequency that Council enables community connection through programs, activities, events and presence at events.
2. Develop innovative engagement and communication techniques and processes to ensure we are engaging with the community effectively.
3. Support the connection between varying sectors and demographics of the community through community development programs.

Success measures

- Annual frequency Council enable community connection through programs, activities and events
- The number of Gladstone Region residents who are active through engagement and communication projects
- Annual number of community development programs, initiatives and activities that connect sectors and community
- Community demographic aligns with intended outcome for the community development program or initiative.
- Increase in volunteer participation in community programs.

Other Council strategies that have elements related to community connectivity include:

- Gladstone Regional Events Strategy 3 - Community connectedness Grow civic pride, community connectivity and participation in diverse events staged throughout the region
- Gladstone Regional Council Arts and Cultural Development Strategy 3 - Animates Places and Spaces- engaging and appealing public spaces and access to quality art and cultural facilities
- Library Futures Strategy programs and activities
- Biodiversity Strategy programs and activities
- Reconciliation Action Plan, Action areas: relationships & opportunities.

Core services and programs

Community Engagement Centre

The Community Engagement Centre is the centralised contact point to access information and advice on a range of services, activities and resources. The centre also provides a free venue for meetings, seminars and workshops for non-profit groups and organisations.

Core services and programs

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Gladstone Region Volunteering

Gladstone Region Volunteering is an online volunteer recruitment website that links volunteers to organisations in need of volunteers. Council is developing volunteer attraction initiatives to build on its volunteer capacity and to address its ageing volunteer base.

Council delivered programs and activities

Programs delivered by the Gladstone Regional Art Gallery & Museum, Gladstone Entertainment Convention Centre, Gladstone Regional Libraries, Community Development, Philip Street Communities & Families Precinct and Tondoon Botanic Gardens.

Engagement activities

Council undertakes many engagement activities through the year using various engagement methods aligned with the IAP2 framework and methodology. The online platform, Conversations, allows everyone to get involved and have their say.

Virtual Neighbourhood Centre

The Virtual Neighbourhood Centre includes information for families, youth, seniors, businesses, active living, lifestyle and arts, culture and entertainment.

Welcoming Cities Program

Welcoming Cities Program supporting inclusions and diversity with policy and framework to build communities where everyone can belong.

Community events and festivals

There are over 200 events and festivals in the region and Council supports many of them. Council also supports the various recognition weeks including NAIDOC Week and Seniors Week. In addition to supporting many events Council also hosts a number of events throughout the year.

Case study: Council's Conversations page and Engagement Policy

Council is committed to fostering engaged, involved and proud communities and a vital aspect of this is Council's commitment to community engagement. Late 2019 saw the launch of Council's very own online digital engagement platform - Conversations. A space where our community can be informed and help shape our region by contributing to projects and initiatives across the Gladstone Region.

Council has also launched its Community Engagement Policy outlining Gladstone Regional Council's commitment to actively engage the community in Council decision-making activities, particularly when decisions directly impact on how residents live, work, use services and recreation facilities, play and do business.

Council is committed to actively engage with the community through innovative and accessible methods to ensure the community feel heard and involved.

Priority Area 4: Wellbeing



Fostering healthy, safe and supported communities.

Outcome

Council will take a leadership role in improving the health and safety of the community.

Context

A strong community is one where people are healthy, supported and feel safe. Council has a strong history of working with services and organisations to improve health and wellbeing in the region. Positive relationships with local service providers and community organisation are vital to ensure that the challenges we face as a community are met and responded to effectively. Council plays an important role in information sharing and facilitating networks in response to health and wellbeing challenges in the community. Council is also an advocate to other levels of government where support or health and wellbeing services are not adequate to meet community needs. Community safety is also an important consideration in infrastructure design and development and the delivery of programs and activities.

Objectives

1. Raise awareness of programs, resources and activities that promote healthy lifestyles, positive wellbeing and safe communities.
2. Partner with the community to create safe communities and enable healthy lifestyle and positive wellbeing.
3. Develop and maintain partnerships that support the delivery of collaborative programs that deliver collective impact for our community.

Success measures

- An increase in knowledge, awareness and use of resources available to the community
- Annual number of health and wellbeing programs delivered in the community in partnership with Council
- Annual number of programs aimed at creating safe communities delivered in partnership with Council.

Links to other strategies

Other Council strategies that have elements related to community wellbeing:

- Gladstone Region Arts and Culture Plan 2018 - 2022

Core services and programs

Social services and referral services

Council provides a referral and information service at its Community Engagement Centre, and collaborates with social services to deliver programs through the Philip Street Communities and Families Precinct.

Mental Health advocacy

Council has worked with the Youth Council to develop a Mental Health Awareness Program. One program is, 'Avenue to Awareness' which is a speaking showcase aiming to raise the awareness of youth Mental Health concerns in our community.

Interagency networks

Council facilitates a number of interagency networks such as;

- Youth Interagency
- Disability Services Interagency.

Collaborative responses

Council facilitates responses to challenges and issues raised by the community and plans a response to the issues with the community and services or organisations. Councils response to COVID-19 is one example of a collaborative response.

Healthy living programs

Council promotes healthy living programs and activities such as the Sport and Active Living Festival.

Safe community planning

Provide infrastructure that promotes community wellness and safety. Incorporate Crime Prevention Through Environmental Design (CPTED) principles into infrastructure designs.

Case study: Avenue to Awareness

'Avenue to Awareness' is a speaking showcase aiming to raise the awareness of youth mental health in our community.

Speakers from the Gladstone Region Youth Council and Headspace Youth Crew talked about their experiences with mental health, both directly and indirectly, in attempts to increase awareness and encourage self-care.

The very successful event was held in October 2019 and was an excellent example of Council working in collaboration with service providers, young people and the community to increase awareness about mental health and support services in the region.

Priority Area 5: Planning



Working with the community to plan for our region.

Outcome

Council will take a strategic approach to planning with our various communities to be responsive, inclusive and effective in our delivery of services, programs and activities.

Context

A great strength of the Gladstone Region is the diversity of people, communities and environment. Council will continue to work with our diverse communities and value the contribution diversity brings to the region. We aim to create an inclusive community, whilst acknowledging diversity and respecting difference. We acknowledge the best approach to community planning should be targeted, supporting our diverse communities in the region and to ensure our response is effective. A focus area will be collaborative planning to develop actions for our seniors, young people and smaller communities. Across the region, there are very active small communities who are proud and passionate about their home. There are also a number of multicultural groups who we work with and celebrate our diversity. We are a strong and diverse community.

Objectives

1. Engage and plan with our diverse communities to develop effective programs, plans, strategies, activities and events.
2. Develop plans that reflect Council's commitment to an inclusive community.

Success measures

- Perception of Council service levels as reported in the Community Perception Survey for celebration of multiculturalism, activating spaces and provide opportunities for people of all abilities to participate in community life
- Satisfaction of community from the Community Perception Survey with Council's advocating on behalf of the community
- Annual percentage of Council, plans, strategies, and community developments programs and activities the community are engaged in planning.

Links to other strategies

Other Council strategies that have elements related to our diverse communities in the region include:

- Reconciliation Action Plan
- Gladstone Regional Council Arts and Cultural Plan 4 - Valued History and Heritage A strong sense of history through the preservation, promotion and visibility of the region's rich natural and cultural heritage.

Core services and programs

Youth development planning

Council works with Youth Council to better plan for our young people and engage with young people about their needs and aspirations for the community.

Planning for our ageing community

Council continues to plan for our ageing community and look at innovative ways to meet community needs.

Arts and Culture Plan

Working group established and focused on the implementation of the Arts and Cultural Plan.

Reconciliation Action Plan

Implementation of our Innovate Reconciliation Action Plan. Work with the Aboriginal and Torres Strait Islander community to develop future RAPs and implement those actions across the business and the Gladstone Region.

Recreational Vehicle Attraction

Council has developed an RV Strategy as part of its Visitor Economy Strategy to activate certain areas across the region to attract the RV market to our region. This in turn provides benefit to our region, both economic and tourism reputation.

Regional Community Profiling

In order to effectively plan with the community, it is important that we have detailed knowledge of our communities demographic, strengths, current and future infrastructure needs, tourism potential, community and service organisations. Council has committed to undertaking Regional Community Profiling as part of its Operational Plan.

Case study: Reconciliation Action Plan

The Gladstone Regional Council supports an inclusive community and deliver programs to enhance connectivity and partnerships. The Reconciliation Action Plan (RAP) is about developing strong foundations on which to build relationships to achieve a lasting and successful investment in reconciliation. Our RAP is a commitment to reconciliation that documents what is currently occurring and highlights our future planning using a holistic approach. The RAP will contribute to lasting and meaningful relationships, encourage respect, and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians within our region. Gladstone Regional Council has been proactive in building relationships and is proud of our achievements. This Action Plan identified 19 key action areas around relationships, respect, working together and tracking progress. The implementation of the RAP is overseen by a working group in Council and each year the actions undertaken are reported on.

The RAP illustrates how Council works with specific groups in the community to develop plans and actions to increase collaboration, health and wellbeing and celebrate the diversity of the region.

Implementation

This Strategy will guide Council's five-year Action Plan for the Gladstone Region. The Action Plan will identify specific actions, Council areas of responsibility, stakeholders and partners, timeframes and expected outcomes.

This Action Plan will be reviewed annually.

To guide the implementation of the Strategy and Action Plan at Council a cross Council Community Development working group will be formed.







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