Redland CITY COUNCIL

Redlands Coast

Stronger Communities Strategy

2024–2027

Acknowledgement of Country

Redland City Council acknowledges the Quandamooka People, the Traditional Custodians of the land, water and seas of Redlands Coast. We pay respects to Elders past, present and future and extend respect to all Aboriginal and Torres Strait Islander People who live and work on Redlands Coast.

Quandamooka dancers, Adder Rock, Minjerribah/North Stradbroke Island

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Introduction

The *Redlands Coast Stronger Communities Strategy 2024–2027* sets out a strategic framework for planning and delivery of approaches and initiatives to ensure that we continue to strengthen the social fabric of our city, to safeguard Redlands Coast as a city with a naturally wonderful lifestyle, connected communities and a city that is ready to embrace opportunities.

Supporting the 2027 vision are strategic themes, which are aligned with community aspirations identified through community consultation and engagement. These themes are important for defining how Council, service partners, and the community will work together to build stronger communities over the next four years. The strategic themes are people; places; partnerships; and participation.

Development and implementation of the Stronger Communities Strategy is incorporated into Council's *A Corporate Plan to 2026 and Beyond*, as a key initiative of Corporate Goal 2: Strong Communities. Implementation of this strategy will help ensure Redland City has services and social infrastructure to support the health and wellbeing of people from all ages and abilities.

2027 Vision for stronger communities

Redlands Coast has resilient and inclusive communities where residents of all ages and abilities are safe, connected and supported.

Strategic themes

The Redlands Coast Stronger Communities Strategy establishes four strategic themes which directly support the Stronger Communities vision.

People

People of all ages, abilities, cultures and socio-economic status are welcomed. Our strong and vibrant community spirit is nurtured by welcoming communities that respect culture and heritage, support each other in times of need, and care for all residents.

Places

The unique character and liveability of Redlands Coast is preserved and bettered through place-making, planning and management of community infrastructure. Our neighbourhoods are vibrant and liveable and reflect our local character.

Partnerships

Working together, we forge strong and enduring partnerships and relationships to achieve great outcomes for Redlands Coast. A strong sense of collective purpose drives individuals, groups and agencies to work together, sharing knowledge and resources.

Participation

Redlands Coast residents actively participate in a range of meaningful social and civic activities that enhance wellbeing, build trust and influence local policy and priorities. Participation is an essential ingredient to strengthening our local values and lifestyle that are highly regarded by residents and visitors.

Role of Council in building strong communities

Council provides a wide variety of services to support the management and governance of our community. Council's role in providing these services will be varied and influenced by needs, demand, costs, legislation and community expectation.

Through our guiding principles and approaches, Council will work towards removing barriers to participation and inclusion in communities.

Other stakeholders, including government agencies, business partners and community groups also greatly contribute towards achieving successful outcomes.

Individuals, as residents, visitors and workers, also have a role to play in building strong communities across the city. By being an active participant in your community you can create connection and support for yourself and others.

This Stronger Communities Strategy outlines the roles that Council will take over the next four years, including:

Deliver	Plan, deliver and fund services and projects
Facilitate	Assist others to undertake activities by bringing interested parties together
Partner	Work with stakeholders to achieve shared goals
Educate	Share learning to support broader understanding and action
Advocate	Promote the interest of the community to influence decision makers
Regulate	Regulating activities through law and legislation

Role of community in building strong communities

Strengthening the communities of Redlands Coast can best be achieved when all levels of government work with our communities. The roles that communities play in delivering this strategy are as follows:

Stakeholder	Role	Opportunity to collaborate with Council
Queensland Government	• Provide strategic direction • Share knowledge and best practice • Fund community initiatives	• Partner with Council on joint initiatives • Fund delivery of community activities
Research and academic institutions	• Undertake research into needs of communities and populations • Share knowledge and data sources	• Partner with Council in research into contemporary community trends, issues and opportunities
Business community	• Support community initiatives • Adopt community friendly business practices	• Share community-focused practices • Share knowledge and experience in changing needs of business in supporting local communities
Community networks	• Share information and expertise • Undertake projects that improve community outcomes • Support continued growth and maturity of community sector through collaboration	• Participate in co-design initiatives • Provide deep local context to Council on matters of importance to communities • Coordination point for Human and Social Recovery efforts
Community organisations	• Identify and remove barriers to access and participation in social and civic activities • Maintain localised context of communities • Lead and/or participate in community networks	• Participate in community engagement and co-design activities • Apply for grant funding to deliver initiatives that support the community sector to develop and mature
Community members	• Welcome all residents and visitors to Redlands Coast • Participate in events and initiatives in your community • Be informed about your community and neighbourhood	• Participate in community engagement activities including participatory community development initiatives • Engage in civic participation activities including co-designing outcomes • Subscribe to Council's Disaster Dashboard and other news updates to keep informed about your community

Policy framework

There are several instruments that relate to and provide context to the development of the Redlands Coast Stronger Communities Strategy including:

Our Future Redlands A Corporate Plan to 2026 and Beyond captures Council's city vision and describes seven 2041 goals supported by objectives, catalyst projects and initiatives. The plan will help ensure Council decisions support an enriched and sustainable future for our city and the communities that live, work and play on Redlands Coast.

Local Government Act 2009 (Qld) provides for the way in which a local government is constituted and the nature and extent of its responsibilities and powers. Local government principles underpin this Act including transparent and effective processes, and decision-making in the public interest; sustainable development and management of assets and infrastructure, and delivery of effective services; democratic representation, social inclusion and meaningful community engagement; good governance of, and by, local government; and ethical and legal behaviour of councillors, local government employees, and councillor advisors.

Human Rights Act 2019 (Qld) aims to protect and promote human rights and helps build a culture in the Queensland public sector that respects and promotes human rights, and helps promote a dialogue about the nature, meaning and scope of human rights.

Planning Act 2016 (Qld) sets an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning and related matters that facilitates the achievement of ecological sustainability. Facilitating ecological sustainability includes the maintenance of the cultural, economic, physical and social wellbeing of people and communities.

Communities 2032 is the Queensland Government's long-term plan to build the communities that will support all Queenslanders to live their best lives. It's an inclusive and positive vision for Queensland and provides a unifying framework to help disrupt disadvantage and improve the lives of individuals and families across the state's diverse communities.

Strategy for Social Infrastructure and supporting Best Practice Guide for Social Infrastructure, produced by the Queensland Government, identify the success factors which underline successful social infrastructure. Redland City Council embeds these best practice success factors in local social infrastructure planning, and acknowledges the particular importance of designing for long term adaptability and shared use of facilities.

Shaping SEQ 2023 is the South East Queensland Regional Plan for 12 local government areas including the Redlands. By 2046, South East Queensland is expected to have a population of around six million people. Based on population figures from 2021, this is an additional 2.2 million people requiring almost 900,000 new homes and almost one million new jobs. The plan sets a long-term vision for the growth of the region guided by five key themes as well as outcomes and actions to achieve this vision. The plan identifies ten regional priorities including housing supply and diversity, housing resilience and thoughtful design, access to economic centres and jobs, connectivity and infrastructure planning, biodiversity protection, and consideration of First Nations peoples.

Disability Discrimination Act 1992 (Cth) aims to eliminate, as far as possible, discrimination against persons on the ground of disability; to ensure as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.

Age Discrimination Act 2004 (Cth) aims to eliminate, as far as possible, discrimination against persons on the ground of age; to ensure, as far as practicable, that everyone has the same rights to equality before the law, regardless of age, as the rest of the community; to allow appropriate benefits and other assistance to be given to people of a certain age, particularly younger and older persons, in recognition of their particular circumstances; to promote recognition and acceptance within the community of the principle that people of all ages have the same fundamental rights; and to respond to demographic change.

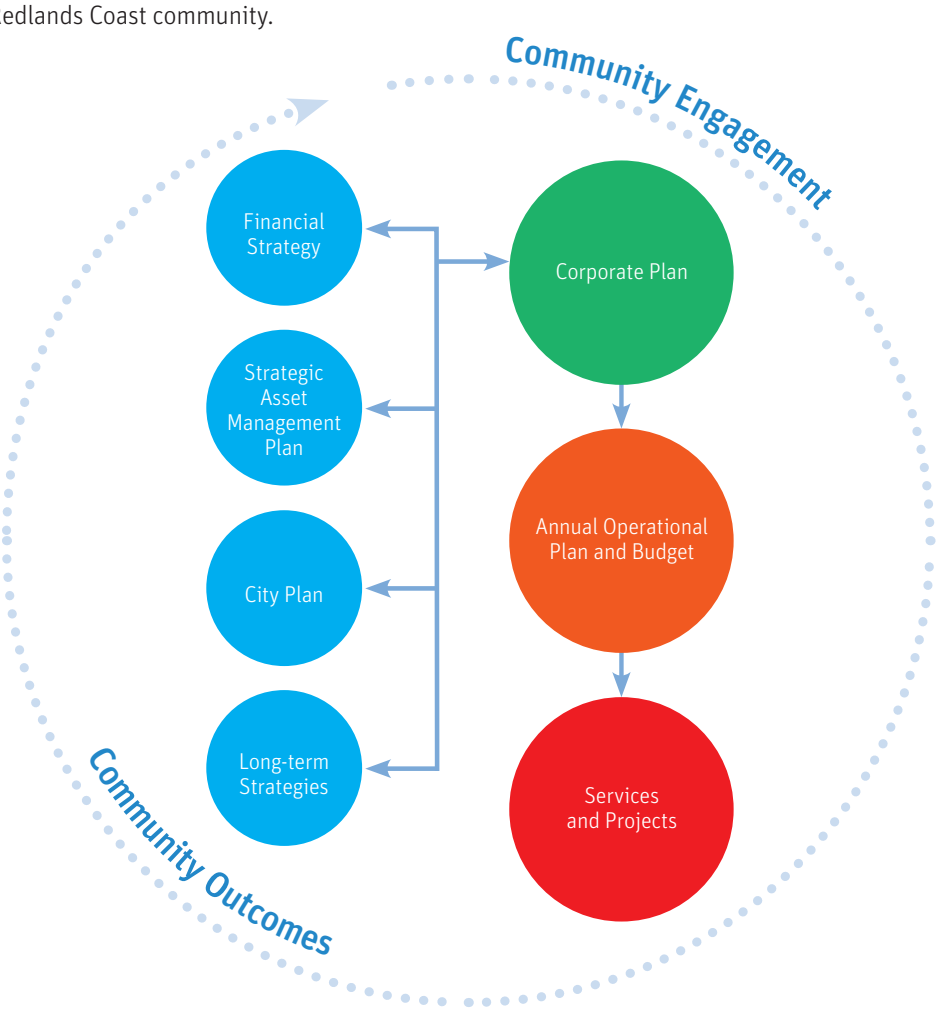
Strategic planning framework

Redland City Council's strategies set the strategic outcomes that Council is working towards. These outcomes guide future action planning. Council's strategies align with the ***Long Term Financial Strategy***, the ***Strategic Asset Management Plan*** and the ***Redland City Plan***, which informs the five year Corporate Plan.

The ***Redlands Coast Stronger Communities Strategy 2024–2027*** will be implemented through the annual service and asset management planning process, the annual operational plan and the annual budget. Beneath the strategy will sit a suite of action plans, and annual implementation plans to plan and track progress.

Council is committed to delivering a Stronger Communities Strategy that addresses the four principles of sustainability, known as the 'quadruple bottom line': Social | Economic | Governance | Environment.

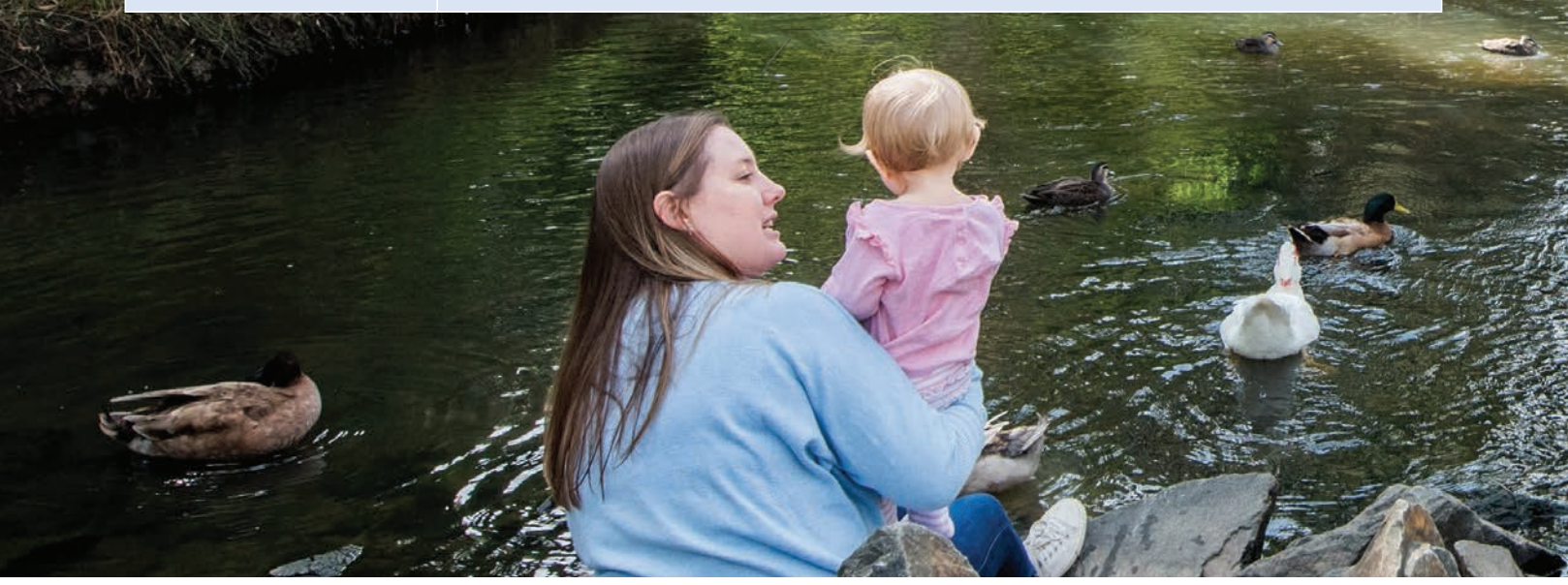
Each principle needs to be balanced to achieve sustainability. Council aims to achieve this balance through the quadruple bottom line principles woven throughout the four themes and goals in this strategy to create a balanced approach that supports sustainable outcomes for the Redlands Coast community.



Source: Corporate Plan Our Future Redlands - A Corporate Plan to 2026 and Beyond

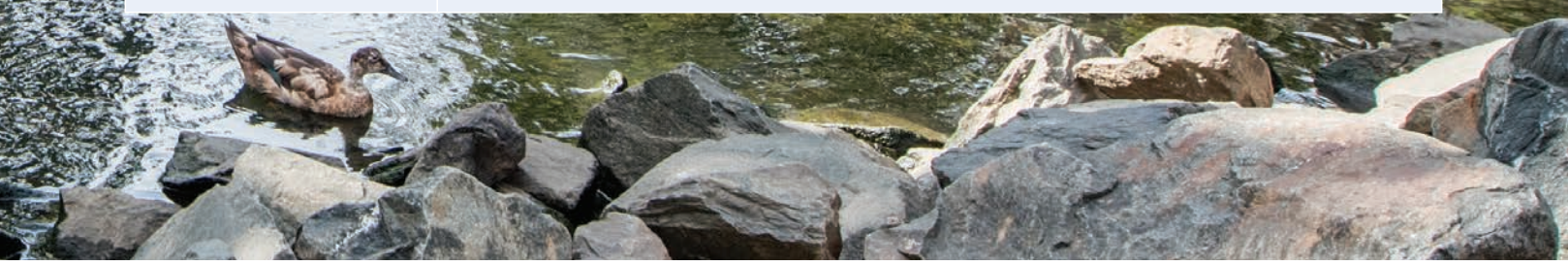
Guiding principles

Asset-based	**Asset-based principle makes the knowledge, skills and connections of a community the foundation for community development.** Council will draw upon community strengths, recognising the existing potential in our communities, and the established assets that Council and the community can draw upon to strengthen community development. Council will assist in brokering partnerships and supporting the implementation and sustainability of community-led solutions that are unique to an area.
Evidence-based	**Council's planning and actions are based on the best information available, enabling accuracy in the application of our principles. Data also includes engaging with the community and seeking their input into decision-making.** Council will undertake ongoing analysis of a series of data sources to inform and guide future action planning based on community needs. This will provide Council with insight into various indicators showing where our community is more susceptible to socio-economic changes, so that targeted support and advocacy can be provided.
Sustainability	**Sustainability in governance directs all our programs and projects geared toward creating and maintaining community wellbeing.** Sustainability encompasses all aspects of Council's approaches toward building a stronger community. This means that the community will benefit with ongoing value from investment into community development initiatives, community facilities, advocacy, and delivery of grants programs.
Inclusion	**Council aims to work holistically to create environments where everyone feels valued and respected and can participate fully.** We strive for a vibrant and enriching community by engaging people from different backgrounds. The process removes barriers, creating a space where everyone feels they can be authentic and contribute their unique talents, ensuring their voices are heard. A comprehensive range of experiences and viewpoints leads to richer discussions and better decision-making. An ongoing exchange of support and respect builds social capital and promotes stronger, more resilient communities.



Approaches

Capacity building	**Council's capacity building approaches help to develop the resources and skills of the community, individually and collectively, supporting them to shape and exercise control over their environments.** Capacity building is a continuous improvement strategy toward the creation and continuation of sustainable and effective communities. As the level of government closest to the community, Council's capacity building approaches aim to strengthen these assets to enhance the value they provide to the community.
Collaboration	**Council facilitates and participates in cross-sector partnerships with a focus on improved community outcomes.** Council facilitates, partners in, and supports a range of community and service interagency networks which provide a platform for engagement, information sharing, and collaboration in maintaining and attracting services, programs and funding for the city. These established networks are critical in the collective management of future community service requirements and planning activities, as well as for community building and people's participation in civic and community life.
Grants and funding	**Funding for community projects, infrastructure, events, and operational support to community organisations empowers the community with resources to support a robust living culture in Redland City.** Council provides funding, and resources into initiatives that contribute towards community resilience. Council's community grant funding supports economic and community development, sport and recreation, cultural heritage, the arts, and the environment. Council's grants and funding approach uses evidence-based principles for allocating funding and providing project support.
Place-based approach	**Place-based approaches are collaborative and long term partnerships that aim to strengthen thriving communities in specified geographic locations.** Council collaborates with community partners and local residents to understand issues, opportunities and interconnectedness of place. Together, action and investment is coordinated to improve the quality of life for our communities.
Measuring social impact	**Our work will align with the Australian Federal Government's national wellbeing framework, Measuring What Matters, to measure progress against defined wellbeing domains that are important for people's overall wellbeing.** Within each domain, there are specific indicators that will be used to measure social impact over time. By measuring social impact over time, Council can better understand how its investments in programs and initiatives are making a difference in the lives of our communities. This information can then be used to improve effectiveness and to advocate for policies and resources that support social wellbeing and the broader wellbeing economy.



Our community profile

Redlands Coast community has a strong attachment to place, and a rich heritage incorporating our indigenous culture and a strong relationship with the natural environment. Our sense of community is deep. All of these elements contribute towards our collective identity, and showcase who we are.

While used frequently, the meaning of community is complex. At its core community is about people. It is not a place, a company or a physical structure such as a building. Community can be considered a feeling or a felt experience that comes from relationships between people. People form and maintain communities to meet common needs. There is a philosophy that a community can influence their environment and each other.

> *"Community is something that emerges as a felt experience or a social phenomenon, when people create it together; when they are in a relationship with one another, drawn together by shared concern and make commitments to act together."*
>
> (Westoby et al., 2020)

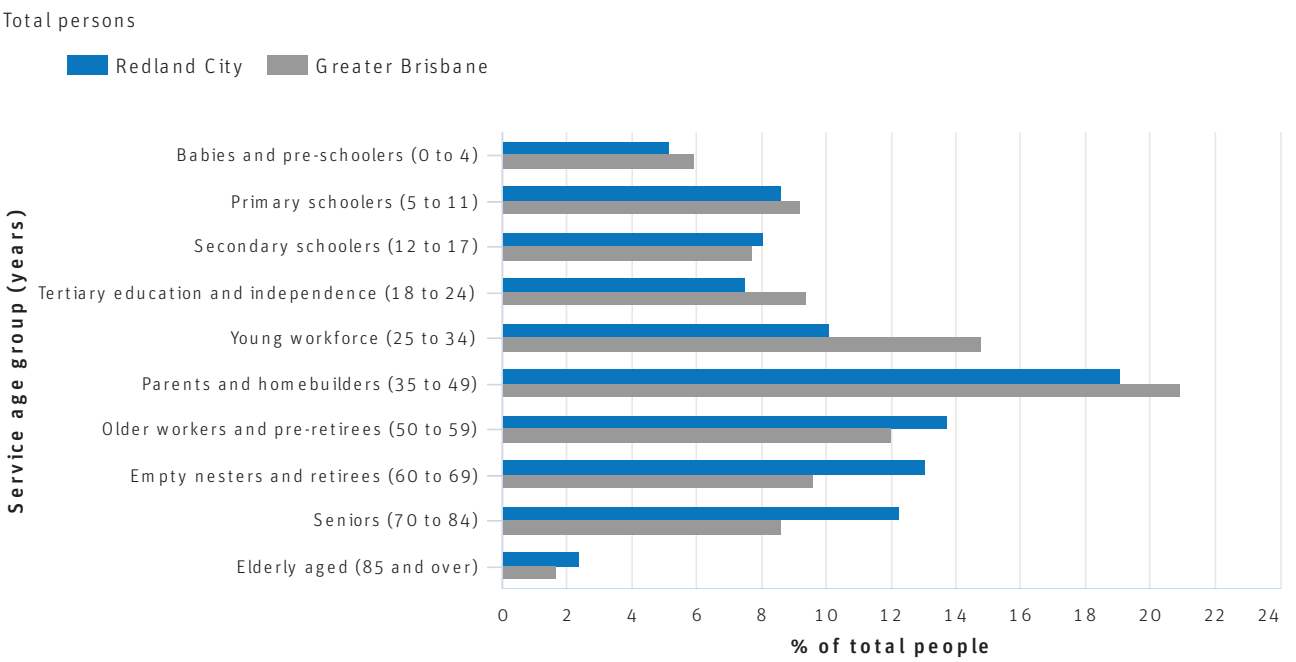
Often a geographical subset of society at the local level, a 'community' can be defined by commonalities such as, but not limited to, norms, religion, shared interests, customs, values and needs of citizens. A community is not static or closed, but constantly evolving subject to internal and external construction and reconstruction.[1]

Our Redlands Coast community[2]:

- Approximately 163,732 people live in Redland City
- Approximately 6.9% of the Redland City population live in island communities
- Approximately 2.9% of our community identify as Aboriginal or Torres Strait Islander
- The median age of the Redland City total population is 43 years
- The median age of our island communities is 59 years
- There are over 24,700 young people (12 – 24 years) living on Redlands Coast
- In 2021, around 1,581 young people or 8.6% of the population aged between 12 – 24 years were not employed or in education
- Approximately 21.2% of our community lives in lone person households
- 84% of our community live in separate houses
- Approximately 7.4% of our community speak a language at home other than English
- In 2021, around 10,591 people (or 6.7% of the population) reported needing help in their day-to-day lives due to disability
- Around 59,260 people (or 37.2% of the population) reported they are living with a long-term health condition
- In 2021, around 16,374 people (or 10.3% of the population) reported they are living with a mental health condition

1 United Nations Community Engagement Guidelines on Peacebuilding and Sustaining Peace 2020
2 Australian Bureau of Statistics 2021, Census of Population and Housing, 2021 (Usual Residence Data)

Age structure - service age groups, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Our network of existing community facilities:

Redland City has an extensive network of existing community facilities which support the community to live vibrant and supported lives.

- 5 established community gardens
- 17 Council provided community halls
- 30+ non-council provided community venues
- 6 public libraries and 1 mobile library
- 100+ community and sporting club leases over Council owned or managed land and facilities

Projected changes to our city

Over the next 20 years, the average age of our community will increase as a result of reduced birth rates and increased life expectancy. In addition to a growing age diversity in our community, our physical and digital environments will also change, as will the way we work, learn, and travel.

Here is a representation of some changes[3] to our city's demographic profile between 2021 and 2041[4].

	Our community in 2021	Our community in 2041
The population of Redlands Coast will continue to grow[5]	166,536 (2023)	182,752 +
The total number of private dwellings in Redland City is **projected to increase**.	64,740 dwellings	80,301 dwellings
Our 'occupancy rate' (i.e. persons per dwelling) is **projected to decrease**. This is mostly due to smaller family sizes.	2.50 persons per dwelling	2.28 persons per dwelling
Health care and social assistance is **projected to continue as our largest local and state industry of employment**[6] over the next 20 years, employing upwards of 11,000 people in 2041.	Redland City 7,766	Redland City 11,041

Community consultation

Council engaged an external consultant to undertake a series of engagement activities to explore community sentiment relating to the present and potential future state of our communities.

Community engagement activities included:

- Community and Social Support Sector workshop
- Four community organisation workshops (Macleay Island, Coochiemudlo Island, North Stradbroke Island (Minjerribah) and Capalaba)
- Seven focused interviews for community support sector leads of organisations servicing Redlands Coast
- Traditional Custodians Elders workshops
- Draft Stronger Communities Strategy was available for public consultation in November – December 2023 on Redlands Coast Your Say page. In-person enagement was undertaken at five events in November – December 2023.

Insights gained from these engagement activities were used in the development of this strategy and Council thanks all those who participated.

3 QSGO - Projected dwellings, population growth by age cohort (medium series), by local government area, include structural dwellings (e.g. houses, flats, townhouses) exclude temporary dwellings 2021 to 2046
4 Population and dwelling projections are subject to change with the release of Shaping SEQ 2023
5 Bureau of Statistics, Population by age and sex, Regions of Australia, 2021
6 NIEIR and 2019 Regional Queensland Treasury data projection data

Top opportunities identified

- Enduring sense of place and connection to Redlands
- Active and long term residents and workforce with deep local knowledge
- Community and citizen groups committed at a neighbourhood level
- Positive community spirit, where people are naturally friendly and helpful
- Social infrastructure to support communities
- Community and social support sector collaboration

Top barriers identified

- Constrained funding from state and federal governments specific to Redlands Coast to ensure service delivery outcomes
- Insufficient advocacy effort to keep pace with growing and changing needs of Redlands Coast
- Local people don't feel their voices matter to decision makers when issues directly affect them
- Distinct communities have specific priorities and concerns, not always addressed in broader decision-making processes
- Community and volunteer organisations struggle with level of local need
- Systemic support does not match the local need

Future approach

The future drivers of change in Redland City face a series of challenges and opportunities across Council, partners and the community. Changes will influence the way that Redland City Council plans for support services, community networks and community facilities.

Fortunately, historical approaches to community development and social infrastructure from Council and partners have built and supported strong foundations to address these challenges collaboratively. The outcomes of these historical approaches have been the provision of a sustainable network of community facilities, collaborative action-focused community networks, and diverse community support services for residents of Redland City.

Council's future approach to building and maintaining strong communities will draw on these strengths to both address challenges and create opportunities into the future.

1 Strategic Theme 1: People

People of all ages, abilities, cultures and socio-economic status are welcomed.

Our strong and vibrant community spirit is nurtured by welcoming communities that respect culture and heritage, support each other in times of need, and care for all residents.

OBJECTIVE		KEY INITIATIVES		COUNCIL'S ROLE
1.1	People are kept at the centre of all we do.	**1.1.1**	Continue to review and adapt Council services to ensure we keep people, both individuals and communities, at the centre of all we do.	Deliver
1.2	Our strong sense of connection to Redlands Coast and our community is celebrated and strengthened.	**1.2.1**	Fund, support and deliver, in partnership, a range of local and citywide events that showcase our vibrant communities and community spirit.	Deliver, Partner
1.3	Our communities are ready to adapt to changes in economic, physical, and social environments.	**1.3.1**	Strengthen community resilience through capacity building that moves residents from vulnerability to resilience.	Deliver, Educate
		1.3.2	Support the community through the Redland City Local Disaster Management Plan and human and social recovery responses.	Deliver
1.4	Our residents continue to enjoy a safe and welcoming city.	**1.4.1**	Develop and implement a Redlands Coast Community Safety Action Plan.	Deliver
		1.4.2	Evaluate Council's open space security camera network for current effectiveness and future scope considerations.	Deliver
		1.4.3	Work with other levels of government and community to identify local and regional safety concerns, and collaborate on appropriate localised and city-wide responses.	Partner, Advocate
		1.4.4	Review Council's graffiti management approach for efficient and effective education, enforcement and eradication.	Deliver
		1.4.5	Analyse emerging trends in crime and safety to develop appropriate responses.	Deliver, Partner
		1.4.6	Apply Crime Prevention through Environmental Design principles, where appropriate, to civic open space to enhance safety and security.	Deliver, Partner
		1.4.7	Work with other levels of government to strengthen our city's welcoming and safe lifestyle.	Partner
1.5	Our local culture and heritage are respected and celebrated.	**1.5.1**	Promote and celebrate our local culture and heritage through local arts, festivals and events that foster connection, knowledge and understanding, across our communities and beyond.	Deliver, Facilitate, Partner
		1.5.2	Progress our reconciliation journey through development of an externally facing Redlands Coast Reconciliation Action Plan.	Deliver, Partner

OBJECTIVE		KEY INITIATIVES		COUNCIL'S ROLE
1.6	Redlands Coast has diversity of housing that supports affordable living options for all residents.	**1.6.1**	Develop a Local Housing Action Plan to support delivery of the Queensland Housing and Homelessness Action Plan 2021–2025.	Deliver, Partner
		1.6.2	Continue to support an increase in affordable housing in Redland City through application of Council's Affordable Housing Policy and ongoing advocacy to the State Government.	Facilitate
		1.6.3	Monitor emerging trends in affordable housing models for replicability and/or scalability to meet the needs of Redlands Coast population now and into the future.	Partner
1.7	All residents, regardless of age, ethnicity or ability are supported.	**1.7.1**	Develop and implement a Young People's Action Plan.	Deliver
		1.7.2	Continue implementation of Redlands Coast Age-friendly Action Plan 2021–2026.	Deliver
		1.7.3	Understand population composition of our communities and research future population trends to guide planning that reflects the diverse needs of our current and future communities.	Deliver

2 Strategic Theme 2: Places

The unique character and liveability of Redlands Coast is preserved and bettered through place-making, planning and management of community infrastructure. Our neighbourhoods are vibrant and liveable and reflect our local character.

OBJECTIVE		KEY INITIATIVES		COUNCIL'S ROLE
2.1	Strategic planning embraces opportunities to deliver community facilities that respond to current and future social, environmental and economic needs of our communities.	2.1.1	Recognise the uniqueness of communities, including their strengths and challenges, in planning considerations.	Deliver
		2.1.2	Ensure the planning, delivery and operation of community infrastructure is evidence-based, using a range of data sources.	Deliver
		2.1.3	Provide a network of affordable, functional spaces for hire or lease to meet the needs of our communities.	Deliver, Partner
		2.1.4	Adopt a flexible approach to community infrastructure development and maintenance to achieve optimal functionality and usage.	Deliver, Partner
2.2	Community infrastructure is fit for purpose, welcoming, inclusive, and well utilised.	2.2.1	Locate and design accessible, fit-for-purpose community facilities and spaces that foster inclusion for all people and support delivery of essential services.	Deliver, Partner
		2.2.2	Promote community facilities as meeting places for essential support, connection and recreation.	Deliver
		2.2.3	Develop and implement a Community Halls Action Plan to guide provision and management and community involvement for a broad cross section of the community.	Deliver, Partner
2.3	Engage our communities in co-design activities to sustain and enhance the liveability of neighbourhoods.	2.3.1	Continue to provide funding programs to support a place-based approach to enhancing activation, promotion and vibrancy of the city.	Deliver, Facilitate
		2.3.2	Support place-based approaches to community capacity building projects across Redlands Coast to foster connection between residents and their community.	Facilitate, Partner
		2.3.3	Engage our community to co-design aspects of the liveability of their neighbourhoods through planning, place-making and the management of community infrastructure.	Facilitate, Partner
2.4	Our residential islands benefit from consolidated and strategic planning.	2.4.1	Advocate for appropriate funding models for Redlands Coast residential islands to facilitate access to appropriate and greater funding.	Advocate
		2.4.2	Develop a roadmap to improve infrastructure on Redlands Coast residential islands.	Deliver

Community feedback from the consultation process

Communities across Australia are focusing on the local through a systems lens. Frameworks such as Asset-based community development seek to reverse the views of broad systems 'back to local' with collective commitment and goals, along with clear processes for community led co-design.

The festivals and different community events around Redlands are important times that bring community together and strengthen the sense of place.

Urban funding models are used that don't fit the islands' needs, whilst funded services deliver 'outreach' services that rarely work, whereas place-based responses are required.

Redland City Council has an important local advocacy role and will receive community support to advocate for improved funding options and portfolios for Redland City and its diverse communities.

Much of the work in Redlands is relationship based, which opens opportunities for natural collaboration and working together. Some of the limiting boundaries are worked around between providers.

Community feedback from the consultation process

Community often aren't aware of the local supports available or how to access them. Council could assist in this space.

Because Redlands is treated as an outlier of larger municipalities across most sectors, the expanse and variety of communities across Redlands doesn't have adequate access to appropriate services and supports.

Effective communication and connection pathways will provide opportunities to hear community insights, provide appropriate responses and most importantly build better relationships for the health and wellbeing of residents and communities.

Community need a space and mechanism for their voices to be 'listened to' and 'considered', especially regarding decisions that impact them directly. Where decisions need to be made, there needs to be processes in place for community to understand the reasons behind those decisions and have a pathway for conversation and recourse.

There is a sense of voicelessness that is disengaged young people and other groups who feel 'otherised' or disconnected.

3 Strategic Theme 3: Partnerships

Working together, we forge strong and enduring partnerships and relationships to achieve great outcomes for Redlands Coast. A strong sense of collective purpose drives individuals, groups and agencies to work together, sharing knowledge and resources.

OBJECTIVE		KEY INITIATIVES		COUNCIL'S ROLE
3.1	Evidence-informed practice guides decision-making.	**3.1.1**	Ensure demographic data relating to our communities is readily available for public access.	Deliver, Educate
		3.1.2	Create research partnerships to support opportunities to improve wellbeing outcomes for the community.	Deliver, Partner
		3.1.3	Apply contemporary social research to inform initiatives delivered by Council and our partners to build stronger communities in a local context.	Deliver
3.2	Our advocacy efforts to other levels of government enhance social, cultural and economic outcomes on Redlands Coast.	**3.2.1**	Maximise advocacy efforts by aligning with evidence-informed priorities to attract localised funding for locally based services and supports.	Facilitate, Partner
		3.2.2	Develop an advocacy package to showcase the unique value proposition for investing in positive social outcomes for Redlands Coast.	Deliver, Advocate
		3.2.3	Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.	Deliver, Partner
3.3	Strong and collaborative networks that build capacity of the human and social support sector to meet the needs of our city.	**3.3.1**	Strengthen the capacity and resilience of the human and social support sector through adaptive approaches that meet the evolving needs of the community.	Facilitate, Partner
		3.3.2	Investigate provision of a co-working space to allow social services to deliver service provision within local communities.	Partner, Advocate
		3.3.3	Leverage strategic partnerships to address current and emerging community safety concerns.	Facilitate, Partner
		3.3.4	Acknowledge and support the role of local community organisations in delivering collaborative, community-led responses to identified community needs.	Deliver, Facilitate, Partner
		3.3.5	Investigate and guide innovative approaches to community support to address issues of local importance and build social capital and capacity within our community.	Deliver, Facilitate, Partner
		3.3.6	Provide training and support to enable community and sporting organisations to increase rates of sustainability of volunteering.	Deliver, Educate
		3.3.7	Collaborate and partner with community and sporting organisations to increase the capacity of volunteers, support initiatives recognising the contribution made by volunteers and improve the sustainability of community organisations.	Facilitate, Partner
		3.3.8	Coordinate the Local Human and Social Recovery Group proactively, when not activated and reactively during disaster activations.	Partner

4 Strategic Theme 4: Participation

Redlands Coast residents actively participate in a range of meaningful social and civic activities that enhance wellbeing, build trust and influence local policy and priorities. Participation is an essential ingredient to strengthening our local values and lifestyle that are highly regarded by residents and visitors.

OBJECTIVE		KEY INITIATIVES		COUNCIL'S ROLE
4.1	Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.	4.1.1	Engage community members to identify the most important issues facing their communities and co-design outcomes.	Facilitate, Partner
		4.1.2	Collaborate and partner with government agencies, local business, sport and community organisations to address barriers to participation for members of the community to participate in sport, health and wellbeing, and volunteering opportunities.	Partner
4.2	Opportunities are available for everyone to connect with and participate within their communities.	4.2.1	Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.	Deliver, Partner
		4.2.2	Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation.	Advocate
		4.2.3	Collaborate and partner with community centres, government agencies, local business and local organisations to develop initiatives that support connection between people and community groups.	Facilitate, Partner
		4.2.4	Encourage residents to get to know their neighbours and neighbourhoods.	Facilitate, Educate
		4.2.5	Provide a range of services, programs, infrastructure and information so all people have opportunities for meaningful connections to city services and each other.	Deliver
		4.2.6	Pursue diverse participation in local decision-making.	Facilitate
		4.2.7	Promote participation in volunteering through targeted support to community and sporting organisations.	Partner
		4.2.8	Build awareness of opportunities to volunteer for values-based initiatives such as environmental and social justice causes.	
		4.2.9	Harness the collective social justice values of our communities to enact societal change on matters that mean the most to our residents.	Facilitate

Glossary:

Asset-Based Community Development (ABCD) – in a shift from traditional approaches, ABCD shifts focus from needs and deficits to assets, elevating existing strengths and potential within a community to foster sustainable development.

Capacity building – is a continuous process of enhancing skills, knowledge, and resources that strengthen the foundations, expand capabilities, and ensure service capacity that supports individuals and organisations to thrive.

Civic participation – focuses on our active involvement in shaping the decisions that affect us through the formal characteristics of our communities and governments.

Co-design – is a transformative approach to designing better community outcomes by harnessing people's collective wisdom and creativity to build solutions that are functional, meaningful, and enriching for all.

Collective impact – is a collaborative approach where diverse stakeholders from different sectors, including community members, non-profits, businesses, and government agencies, work together to tackle complex social issues in a specific community.

Community members – are individuals who are connected to and participate in a particular community based on various factors, including geography, shared interests, social ties and identity.

Community resilience – promotes active participation and commitment from every aspect of the community, including individuals, organisations, and government agencies in identifying risks, developing plans, and building capacity, enhancing the community's ability to withstand, adapt to, and recover from adverse situations.

Crime Prevention Through Environmental Design (CPTED) – CPTED involves the ongoing consideration of the built environment to deter crime and foster a sense of community safety and wellbeing.

Community networks (human and social support sector) – refers to a wide range of services that support individuals and families in meeting their basic needs, improving their quality of life, and promoting self-sufficiency and wellbeing through strong social connections and networks.

Residential islands – are landmasses surrounded by water that offer diverse landscapes and support ecosystems for its populations.

Neighbourhoods – are small, distinct sections of a city or town, often with their own character and identity and defined by physical boundaries, shared demographics, or historical significance.

Participatory Community Development – unlike traditional top-down models, Participatory Community Development emphasises active involvement and shared decision-making by community members, placing the power and knowledge firmly in the hands of those who live and work within the community.

Prosocial – a method or connection for people to strengthen social skills as well as engage in positive activities such as sports, the arts, and volunteering.

Psychosocial health – refers to a state of mental, emotional, social, and spiritual wellbeing as they interrelate and interact with each other and environmental factors.

Restorative justice – a practice that brings together victims of crimes and the offender to explore and address the harm caused by criminal behaviour.

Social participation – focuses on our contribution to the social fabric of our lives through the informal characteristics of our communities.

Suburbs – are residential areas emerging from a city's core and are often characterised by family homes and green spaces.

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