



**Greater
Whitsunday
Communities**
Stronger Together

**SOCIAL
IMPACT
REPORT**

2021 - 2023

Mackay Regional Council for Social Development Ltd trading as -
Greater Whitsunday Communities

Message from Carol Norris - Executive Officer – Greater Whitsunday Communities.



On behalf of the Greater Whitsunday Communities Board of Directors, I am pleased to present the Greater Whitsunday Communities Social Impact Assessment Report, which demonstrates a steadfast commitment to driving sustainable socio-economic development and enhancing the quality of life in the region. The report objectively evaluates the efforts to promote sustainable socio-economic growth and support the community's well-being. The goal is to position the Greater Whitsunday region as the most habitable worldwide.

The Board understands that a solid social infrastructure is crucial for enhancing the quality of life in the Greater Whitsunday region. The initiatives outlined in this report are linked to improving social well-being and economic prosperity, empowering individuals, and promoting sustainable development. GWC is committed to achieving the United Nations Sustainable Development Goals, specifically reducing inequalities within and among communities (SDG 10) and fostering inclusive environments for socio-economic development (SDG 16).

This report represents our collective efforts to align with global objectives and local initiatives to contribute towards a more sustainable region and positive change. It reflects our past and present and invites you, our valued stakeholders, to collaborate with us in charting new directions towards a future of resilience and mutual prosperity. With your support, GWC is making significant strides towards a legacy of positive social change that will have a long-lasting impact on future generations.

GWC is committed to creating a path for the Greater Whitsunday region, where our collective efforts can lead to significant social transformation. The region is poised to become a pioneer in sustainable socio-economic development. The Board is confident that this report will provide practical support for GWC's social impact in the Greater Whitsunday region and inspire and empower us all to work towards a brighter future. It can serve as a tool for creating effective policies and plans, promoting inclusivity, and encouraging collaboration on a regional scale.



Executive Officer

Greater Whitsunday Communities

Message from Ricky Esterquest – Founder & Principal Community Development Worker Towards Better

Greetings Mackay, Isaac, and Whitsundays



Towards Better is thrilled to present our stakeholder engagement findings, which delve into the heartbeat of the Greater Whitsunday communities. This report is a valuable tool, helping us understand the strengths, challenges, and opportunities that shape our regions. Through a mix of hard facts and personal stories, we aim to provide you with a clear and comprehensive view of the social landscape.

Purpose of the Stakeholder Engagement

The feedback from the comprehensive stakeholder engagement will guide GWC and assist in intelligent decision-making and future planning for our regions. The goal is to support sustainable development, aligning with global goals and local plans to ensure our efforts contribute to a more significant, positive impact.

Methodology

To ensure our stakeholder engagement captures the whole story, we examine various aspects of our communities—from the big picture to the minor details. Better Together captures data through numbers and personal experiences, creating a well-rounded understanding of the Greater Whitsunday regions, the social impact created thus far, and the effect in progress.

Summary

In summary, the stakeholder engagement informs a living document report, bridging the gap between data and stories and working towards a better, more inclusive future in the Mackay, Isaac, and Whitsundays regions.

Warm regards,



Ricky Esterquest

Founder & Principal Community Development Worker

Social impact: The intended and unintended social consequences, positive and negative, of programs (interventions, policies, plans, projects) and any social change processes invoked by these



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Executive Summary

This report comprehensively evaluates the socio-economic contributions made by Greater Whitsunday Communities (GWC) from 2021 to 2023, underscoring the organisation's pivotal role in fostering advancements across the Greater Whitsunday region. Through a detailed analysis, the report highlights GWC's significant impact on employment opportunities, healthcare accessibility, and the enhancement of community resilience. These contributions are critical in addressing the region's socio-economic challenges and promoting sustainable development.

Despite the positive strides made, stakeholder feedback identifies several challenges that persist within the region, including, but not limited to, disparities in liveability, gaps in mental health support, and rising homelessness rates. These challenges underscore the indispensable role of the not-for-profit sector, whose development is underpinned by organisations like GWC, in spearheading initiatives that address these critical issues. The report emphasises that tackling these challenges requires a concerted effort from all stakeholders, including government bodies, private sector entities, and the community.

The report has compiled a list of recommendations proposed by the community to address the challenges and seize the opportunities for further socio-economic growth in the Greater Whitsunday region. These recommendations include implementing strategic initiatives to enhance the region's socio-economic structure, policy reforms to support sustainable development, and adopting more effective community engagement strategies. While GWC cannot implement all the recommendations, they provide valuable guidance on how the Greater Whitsunday region can continue to build on the solid foundation laid by GWC and other stakeholders and strive towards a more prosperous and inclusive future.

Introduction

In December 2023, GWC collaborated with "Towards Better," a consultancy firm, to conduct an independent and qualitative review of their initiatives in the Greater Whitsunday region. The objective of the assessment was to capture the community's voice and stakeholders' perspectives to provide a deep understanding of GWC's community impact. GWC also conducted a quantitative review exercise to measure its Social Return on Investment efforts. By combining "Towards Better's" qualitative review with quantitative data, the evaluation aimed to provide a comprehensive overview of GWC's impact.

The report offers a detailed examination of GWC's essential programs, their geographic reach, the demographics served, and the tangible outcomes achieved. Its purpose is to contribute to a deeper understanding of GWC's critical role, highlighting its achievements and identifying areas for further development to ensure a continued positive impact on the socio-economic landscape of the Greater Whitsunday Region.

The three operational pillars examined were:



Pillar 1 Regional Voice and Connectedness



Pillar 2 Collaborative Partnerships



Pillar 3 Building Community Capability



Background

The Greater Whitsunday Region, encompassing the Whitsunday, Isaac, and Mackay areas, has historically grappled with various socio-economic challenges that have impacted its residents' quality of life and access to essential services. These challenges have manifested in disparities in liveability, where specific communities within the region have faced difficulties in accessing quality housing, employment opportunities, and healthcare services. Such disparities not only affect the immediate well-being of individuals and families but also have long-term implications for the socio-economic fabric of the region.

In response to these challenges, Greater Whitsunday Communities (GWC), a not-for-profit organisation, has been at the forefront of efforts to mitigate these issues and foster a more equitable and accessible environment for all residents. Since its establishment in 1974, GWC has dedicated itself to empowering diverse community segments and promoting sustainable practices that bridge the gaps between economic diversification and enhanced social well-being. Through strategic interventions and support for local communities, GWC has launched various programs and initiatives to address the region's core issues.

The socio-economic landscape of the Greater Whitsunday Region is complex and influenced by many factors, including employment rates, healthcare accessibility, and community resilience. Employment rates directly affect the economic stability of households and the region. At the same time, access to comprehensive healthcare services is crucial for maintaining the overall health and well-being of the population. Furthermore, the resilience of communities in the face of socio-economic challenges plays a vital role in the region's ability to adapt and thrive amidst changing circumstances. Given this complexity, there is an apparent necessity for a comprehensive impact assessment that evaluates the effectiveness of GWC's programs and initiatives in addressing these challenges and improving the socio-economic landscape of the Greater Whitsunday Region. This assessment is crucial for identifying areas of success, understanding the impact of interventions, and highlighting opportunities for further improvement and innovation in community support and development.

Purpose of the Report

The objective of this report is to furnish a comprehensive analysis of the socio-economic impacts generated by the initiatives undertaken by Greater Whitsunday Communities from 2021 to 2023. The study aims to highlight the organisation's initiatives' positive impacts and identify areas that require further attention and focus.

Furthermore, this report aims to explore the challenges and opportunities in the region by examining the prevailing socio-economic conditions and the factors affecting them. This exploration will provide valuable insights to inform the Board and Staff of Greater Whitsunday Communities, enabling them to shape the organisation's future strategic direction. A vital aspect of this analysis involves identifying disparities in liveability, mental health support, social and affordable housing, healthcare navigation, and employment within the healthcare sector. Recognising these challenges is paramount for developing tailored interventions that meet the region's demands.

Additionally, this report acknowledges the input from stakeholders and the community gathered during the stakeholder engagement process. This acknowledgment aims to inform decision-making processes, ensuring that the insights derived from the socio-economic impact assessment and the recognised challenges and opportunities are considered. This will assist the Board and Staff devise strategic initiatives and community engagement strategies to enhance the Greater Whitsunday Region's overall well-being. Through this approach, the report supports the development of a more resilient, inclusive, and thriving community.

Scope of the Report

The geographical scope of this report is confined to the Greater Whitsunday Region, focusing exclusively on the activities, programs, and community development activities provided by Greater Whitsunday Communities. This limitation ensures a targeted analysis directly relevant to the region's unique socio-economic context. The findings and insights presented in this report are based on data collected through various methodologies, as outlined in the subsequent sections. These methodologies have been carefully selected to provide a comprehensive and accurate assessment of the impact of Greater Whitsunday Communities' activities on the region's socio-economic landscape.

Methodology

Data Collection

The evaluation of GWC's impact on the socio-economic landscape of the region was conducted using a combination of quantitative and qualitative methods. Towards Better and GWC collected data from various sources, including regional economic reports, surveys, interviews, and published reports from local, state, and federal government and non-profit organisations to obtain reliable data.

Data Analysis

Quantitative methods were employed to evaluate the socioeconomic contributions and impact of GWC's programs. A conservative change measurement approach was taken, and tools such as the Envoy Partnership Social Value ROI Calculator were used to numerically evaluate GWC's investment efficiency. This approach facilitated the calculation of the estimated Social Return on Investment (SROI) and the Benefit-Cost Ratio (BCR), which offered an estimated picture of the economic impact generated by GWC's initiatives.

In parallel, qualitative methods were also employed to delve into the community's perception and experiences of GWC's programs. Stakeholder interviews, focus group discussions, surveys, and case study reviews conducted by Towards Better facilitated a nuanced understanding of the improvements in liveability, mental health support and healthcare accessibility achieved by GWC's programs. This qualitative analysis revealed the depth of GWC's impact on enhancing the quality of life for residents, showcasing the organisation's effectiveness in addressing critical social issues. Feedback from community members and stakeholders underscored the value of GWC's initiatives in fostering a supportive and resilient community environment.

Furthermore, a comparative analysis with regional and national community development initiatives was conducted to gauge the effectiveness of social resilience initiatives. The analysis contextualised the organisation's performance by benchmarking GWC's outcomes against social programs and initiatives across Australia.

Overall, the data analysis underscored the impact of GWC's programs on the Greater Whitsunday region, evidencing the organisation's success in enhancing the socio-economic landscape through strategic initiatives and collaborative partnerships.

The combination of quantitative and qualitative methodologies offered a holistic view of GWC's contributions, affirming the organisation's role in driving meaningful change and improving the lives of the community.

Limitations

This report endeavours to comprehensively analyse the socio-economic impact of GWC from 2021 to 2023. However, certain limitations that may influence the interpretation and application of the findings must be acknowledged.

Firstly, socio-economic conditions' dynamic and continuously evolving nature presents a challenge in capturing the full extent of recent developments. The analysis primarily relies on data up to June 2023, which may not fully reflect the latest changes or emerging trends in the Greater Whitsunday region. This temporal limitation could potentially omit critical insights into the impact of GWC's initiatives post-June 2023, affecting the report's relevance over time.

Secondly, this report's data collection scope is confined to accessible public records, not-for-profit organisational reports, and surveys. While these sources provide valuable information, they may not encompass the full spectrum of community experiences and impacts.

The reliance on available data means that certain aspects of GWC's influence on the community might not be adequately represented, particularly those not documented in the consulted sources. This limitation underscores the importance of considering diverse and possibly untapped data sources to understand GWC's impact better.

Lastly, assessing the impact of community-driven initiatives like those spearheaded by GWC involves inherent challenges in quantifying socio-economic benefit. The multifaceted nature of these benefits, which often include intangible elements such as increased community cohesion, empowerment and well-being, complicates assigning precise numerical values. Consequently, while efforts have been made to quantify the impact using conservative change measurements and Social Return on Investment (SROI) calculations, these figures should be interpreted cautiously. They represent an attempt to measure the invaluable contributions of GWC to the Greater Whitsunday region, acknowledging that some aspects of their impact may defy quantification.

In summary, while this report strives to assess the impact of GWC's initiatives accurately, it is essential to recognise the limitations inherent in the analysis. These constraints highlight the need for ongoing research and data collection to continually update and refine our understanding of GWC's contributions to the socio-economic landscape of the Greater Whitsunday region.

Part One

Operational Overview and Demand Drivers of Greater Whitsunday Communities:

A Comprehensive Analysis



Greater Whitsunday Communities: An Overview



Established with a profound commitment to enhancing the socio-economic well-being and health of the Greater Whitsunday Region, GWC has been at the forefront of community-driven initiatives. With a clear mission to foster sustainable practices and empower diverse community segments, GWC has become pivotal in bridging the gaps between economic diversification and enhanced social well-being. Through strategic interventions and unwavering support for local communities, GWC is dedicated to building a sustainable and prosperous future for all regional residents.

At the core of GWC's operations are essential activities and programs meticulously designed to address the region's most pressing needs. These initiatives encompass a broad spectrum of services, including mental health support, homelessness services, healthcare navigation assistance and creating employment opportunities within the healthcare sector. Each program is tailored to meet the unique challenges faced by the community, ensuring that the solutions implemented are both practical and sustainable in the long term.

GWC's commitment to inclusivity and accessibility is evident in its approach to serving a diverse demographic across the Greater Whitsunday Region. By focusing on these principles, GWC ensures that all community members can benefit from its services regardless of their background or circumstances. This inclusive approach enhances the reach and impact of GWC's programs and fosters a sense of belonging and support among the region's residents. Through its comprehensive and community-focused initiatives, GWC continues to make significant strides in improving the Greater Whitsunday Region's quality of life and well-being, demonstrating the transformative power of community-led development.

History and Mission

Since its inception in 1974, Greater Whitsunday Communities (GWC) has been at the forefront of driving social and economic development across the Greater Whitsunday Region. With over fifty decades of dedicated service, GWC has established itself as a pivotal force in enhancing the lives of the region's residents. The organisation's core mission is deeply rooted in empowering individuals and communities. By facilitating access to essential services such as education, healthcare, and employment opportunities, GWC strives to uplift the overall quality of life for everyone within the region.



GWC's approach to achieving its mission is characterised by its commitment to collaborative partnerships and implementing innovative programs. Recognising the power of unity in fostering change, GWC actively engages with various stakeholders, including local, state and federal governments, industry leaders, and other not-for-profit organisations. This collaborative ethos ensures that the initiatives and

solutions developed are comprehensive and tailored to meet the unique needs of the Greater Whitsunday Region.

At the heart of GWC's efforts is a vision for a sustainable and inclusive future. The organisation is dedicated to creating environments where every resident can thrive, regardless of background or circumstances. Through its unwavering commitment to its mission, GWC continues to make significant strides towards building more robust, resilient communities that are well-equipped to face the challenges of tomorrow.

Geographic reach and Demographics served

The Greater Whitsunday region covers 90,354 square km with a population of 186,512 ([Source: QLD Dept. of State Development, 2023](#))

GWC has established a comprehensive network of initiatives that span across the diverse landscapes of the Greater Whitsunday region, encompassing urban centres, rural towns and remote areas.

This strategic geographic coverage ensures that GWC's activities are accessible to all community members, regardless of location. By extending its reach to the furthest corners of the region, GWC demonstrates a commitment to inclusivity and equity in community development, ensuring no individual or group is left behind.



GWC's work is tailored to meet the unique needs of the region's diverse population. The primary beneficiaries of GWC's programs include youth, the elderly, Indigenous communities, and individuals facing socio-economic disadvantages. GWC's initiatives for youth are designed to provide support to the community in discovering innovative opportunities. Actions for educational support, mental well-being, and employment opportunities.

The work carried out by GWC has led to community-based programs catering to communities' unique and specific needs. These programs have empowered people to make informed decisions about addressing their challenges. Furthermore, individuals experiencing socio-economic disadvantages can now have their voices heard on critical issues that affect their communities.

GWC actively monitors population trends in the Greater Whitsunday region to stay relevant and practical. This allows the organisation to adapt its programs and services to emerging needs and priorities. By being attuned to the changing demographic landscape, GWC ensures its initiatives remain responsive to the community's evolving needs. This adaptive strategy underscores GWC's dedication to fostering a resilient and thriving community where every member has the opportunity to lead a fulfilling life.

GWC's Strategic Role in the Greater Whitsunday Region:



Regional Voice and Connectedness:

GWC is dedicated to improving the Greater Whitsunday Region's quality of life and well-being. They focus on building regional voice and connectedness to address critical challenges, such as mental health support, service gaps, and homelessness. GWC represents community voices to stakeholders, advocating for improved governance and funding models to support non-profit organisations effectively. Through collaboration and inclusivity, GWC aims to significantly improve the quality of life and foster a sense of belonging and safety in the region.



Collaborative Partnerships:

GWC collaborates with various stakeholders, including communities, industries, the METS sector, and profit organisations across the Mackay, Isaac, and Whitsunday regions to provide solutions that address their challenges. The organisation focuses on improving governance, financial **sustainability and workforce development** to enhance service quality. By establishing strategic partnerships, GWC aims to achieve positive community outcomes and advocate for effective policies that strengthen the region's ability to tackle critical challenges that impact liveability. Through its efforts, GWC contributes to the region's well-being by building resilience through a connected, unified, and fortified approach.



Community Building Capability:

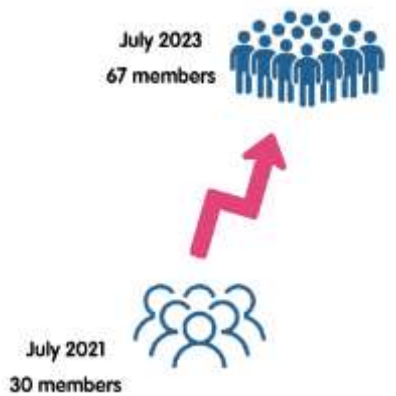
GWC is an organisation that drives community capability building through accessible, high-quality professional development and strategic collaborations. It cultivates social capital, trust, and leadership within communities and provides targeted coaching, mentoring, and support during organisational change. GWC's commitment to diversity and inclusion and strategic partnerships significantly enhance community resilience and positively impact the well-being and sustainability of the Mackay, Isaac, and Whitsunday region.

Operational Snapshot:

GWC'S OPERATIONS FROM JULY 2021 – JUNE 2023



Membership



Growth: Membership grew by over 100%, from 30 members in 2021 to 67 in 2023.

High Member Satisfaction: In a survey conducted among GWC members, 93% strongly believe their opinions are highly valued in project undertakings.

Additionally, members have indicated the following:

Open Communication: GWC is recognised for its transparent and open communication channels.

Participatory Community Development: GWC excels in community development activities where comprehensive consultation is undertaken.

Distinctive Approach to Shaping Tomorrow:

GWC's Visionary Influence in the Greater Whitsunday Region

The Path of Community Development: A Story of Successful Community Development



STEP ONE
I have a concern
What do I do?



STEP TWO
GWC collaborates with you to decide the next steps.



STEP THREE
GWC facilitate connections with others sharing your concerns for collective discussion.



STEP FOUR
GWC supports your group in discussing concerns and deciding on action.



STEP FIVE
GWC assists in advocating your concerns to government, business, and community.



STEP SIX
From the bottom up, skilled and united, you champion change together.

Case study - Names have been changed.

Maria and her peers faced several challenges within their community, but they refused to give up. They chose to unite under the guidance of GWC, whose mission is to empower and enable communities like theirs. Maria reached out to GWC, who were quick to offer their support. They helped create a safe space for the community to come together and discuss their concerns and then worked with them to devise an action plan. GWC provided the necessary resources, expertise, and encouragement to help the community transform their fears into advocacy. Throughout the process, GWC remained by their side, providing guidance and support. With GWC's help, Maria and her community connected with local authorities and businesses, and together, they made significant improvements to their neighbourhood. This is a powerful example of what can be achieved when people come together and work towards a common goal.

The Journey of Service Delivery – how GWC can facilitate seamless social and economic development in the Greater Whitsunday Region



GWC is pivotal in connecting critical stakeholders of a significant development project with multiple local communities through extensive community engagement activities. GWC takes a flexible and collaborative approach towards social development inclusion at the start of major projects planned for the region. This approach helps significant projects comprehend the community's needs and aspirations and establish a strong foundation for success. By working closely with the community and avoiding silos, GWC can demonstrate to stakeholders how significant initiatives can be integrated into their surrounding communities, resulting in a more cohesive and mutually beneficial outcome. Overall, GWC's strategic community change and engagement activities help create a more robust and inclusive community fabric around the initiative, fostering a culture of shared success.

Key Facts To Remember



Community Development

Empowering Individuals and Communities for Long-Term Prosperity.



Business Service Delivery

Offering Immediate Assistance to Meet Urgent Needs.

Always listening to the community's voice, GWC transforms needs into action

Aligning with Global Visions: GWC's Targeted Approach to the United Nations Sustainable Development Goals

GWC has taken a considered approach to addressing some of the most pressing challenges facing the world (the macro environment in which we live). They have focused on four Sustainable Development Goals (SDGs) closely related to their mission in the Greater Whitsunday Region. By prioritising these goals, GWC aims to make a meaningful contribution towards achieving the broader SDGs and **positively impacting the region. With their efforts focused on these critical areas, GWC is confident in its ability to make a significant difference and help build a better future for all.**



Focused on diminishing disparities within and across communities to foster an environment of equality and inclusiveness.



GWC is dedicated to transforming urban areas and human settlements into inclusive, safe, resilient, and sustainable models that prioritise livability for all.



Engaged in strengthening the means of implementation and revitalising collaborative partnerships for sustainable development

Demand Drivers for GWC's Strategic Role in Regional Development

Macro Demand Drivers



Pillar 1: Regional Voice and Connectedness

Liveability: The 2023 State of Place Liveability report highlights the challenges that lower-density regions and neighbourhoods face due to insufficient financial support, which affects their ability to maintain expected service levels. These challenges call for a focus on enhancing liveability in these communities. The report emphasises that liveability attributes such as a strong sense of connection and belonging, personal and neighbourhood safety, and affordable housing are pivotal elements that contribute to improved mental well-being. This underscores the critical role of community life's intangible aspects in impacting psychological and physical health.

The report also reveals a concerning trend of diminishing **liveability** across Australia, with disparities in **liveability** experiences among different demographics. Young and non-binary Australians report lower levels of satisfaction compared to those over 64, who tend to express greater contentment with their living conditions. The report suggests that communities that successfully create an inclusive and reflective environment of their residents' identities and needs significantly boost regional representation and cultivate a stronger sense of connectedness. Neighbourhood preferences vary across age groups; younger populations prefer vibrant, dynamic neighbourhoods, whereas older demographics prefer areas rich in nature and local services. This diversity in preferences underscores the necessity of adopting a tailored approach to community planning and development to accommodate its residents' varied needs and desires, enhancing overall **liveability** and fostering a healthier, more connected community.

(Source) [2023 "State of Place: Australian Liveability Census." Place Score, 2023. Accessed at Camden Council.](#)

Mental Health: The latest findings from the National Study of Mental Health and Wellbeing highlight the importance of community-driven mental health support. Almost half of Australians aged 16 to 85 have faced mental health challenges, with a significant increase among young adults. This data shows that it is crucial for communities to connect and support one another and for mental health support to be accessible. This is particularly important in the Greater Whitsunday region, where socio-economic factors can affect mental health. For more information, visit the Australian Bureau of Statistics.

(Source) [ABS National Study - Mental Health and Well Being - 2020 -22](#)

GWC deeply values the experiences of individuals living with mental health concerns, recognising that these experiences do not define a person's identity or capabilities. We honour the resilience and contributions of those navigating mental health challenges, as well as the dedicated support provided by carers, families, and friends. GWC is committed to fostering an inclusive community that acknowledges and supports every individual's journey towards a fulfilling life, regardless of mental health status.

Homelessness Rates: The Australian Government's Treasury has noted that there has been no significant improvement in the country's homelessness rates since 2006. This calls for a greater emphasis on regional connectivity and community involvement. The report highlights that homelessness affects different demographics in various ways, with an alarming increase among women and disproportionately high rates among youth and First Nations communities. The high prevalence of youth homelessness, particularly among those who sleep rough, indicates an urgent need for regionally specific interventions that promote a more inclusive society. This complex issue needs a collective and connected approach to ensure everyone has a safe place to call home.

(Source: [Homelessness | Treasury.gov.au](#)).



Pillar 2: Collaborative Partnerships

Healthcare Navigation: The NQPHN Health Needs Assessment (HNA) 2022-24 emphasises the need for better healthcare navigation for individuals with chronic conditions in Northern Queensland. Collaborative partnerships can help navigate healthcare services and improve coordination among healthcare providers, resulting in a more streamlined and efficient healthcare experience. Financial barriers, insufficient self-management support and workforce shortages further compound these challenges. The goal of leveraging community connections is to develop sustainable, integrated healthcare solutions that ensure consistent and effective care for individuals with chronic conditions, especially in underserved rural areas.

[Source: NQPHN Health Needs Assessment \(HNA\) 2022-24](#)

Employment in Healthcare and Social Services: The Health Care and Social Assistance industry is critical in Australia's employment landscape, particularly highlighted by its significant presence in Queensland and its contribution to the national economy. In Queensland, it stands as the leading employment sector, accounting for 14% of the state's workforce with 353,625 individuals employed, surpassing the construction industry by 100,000 workers and firmly establishing itself among the Top Five employing industries (ABS, 2020). On a national scale, between the 2020-21 and 2021-22 periods, the industry not only witnessed an employment increase from 1,453,000 to 1,537,000, marking a 5.8% growth, but also saw its Industry Value Added (IVA) rise from \$110,269 million to \$124,100 million, reflecting a 12.5% growth. These statistics underscore the industry's vital role in the Australian economy, demonstrating substantial employment and economic contribution. Healthcare and social assistance is Queensland's leading employment sector, representing 14% of the state's workforce with 353,625 individuals employed, thereby holding the top position among the Top Five employing industries and exceeding the construction industry by an impressive margin of 100,000 workers.

[Source: Australian Bureau of Statistics](#)

Growth in the Health and Social Services Sector: The "Health Care and Social Assistance Industry Analysis Special Topic Report" underscores the robust growth within the sector over the past two decades, establishing it as Australia's leading employment industry with a notable expansion of over 118.9% in job numbers. Despite the challenges posed by the COVID-19 pandemic, which led to a temporary 4.0% employment dip, the sector demonstrated remarkable resilience with a swift recovery to 4.7% above pre-pandemic levels, buoyed mainly by the essential nature of its services. The analysis reveals a significant sectorial expansion, particularly in social assistance services, and highlights a workforce demographic with a higher proportion of female and part-time workers. The industry faces ongoing challenges in aligning skill supply with demand, especially as it prepares for projected growth of 14.2% over the next five years, emphasising the need for targeted training and recruitment strategies to sustain its development and meet future service requirements.

[Source: Australian Government and National Skills Commission. "Industry analysis: Health Care and Social Assistance." Accessed via the Jobs and Skills Australia website.](#)



Pillar 3: Building Community Capability

Building Community Resilience:

The "Concept of Community Capability" underscores the importance of building and improving community capacity to enhance overall resilience and engagement. The study found that community assessments frequently reveal a more comprehensive range of concerns beyond immediate threats, like social, environmental and economic challenges. Adopting a comprehensive approach beyond traditional disaster management or emergency preparedness is vital to building adequate community capacity. This approach should focus on developing social capital, trust, empowerment, and community leadership. According to the research, communities with strong networks, shared values, and resource access are better equipped to manage everyday challenges and extraordinary events. The study advocates for a strategic partnership approach between agencies and communities, promoting inclusivity and the development of two-way communication channels to foster a more resilient, informed and engaged community.

This approach addresses immediate vulnerabilities and strengthens the social fabric, making communities more adaptive and capable of navigating various challenges.

[\(Source\) Marsh, G., Buckle, P., & Smale, S. \(2005\). The Concept of Community in Community Capability and Disaster Management. Emergency Management Australia.](#)

The "Building Resilience: Understanding the Capabilities of Diverse Communities" report emphasises the critical need for emergency management organisations (EMOs) to integrate diversity and inclusion (D&I) strategies within their operations, highlighting the shift from transactional to relational engagements with communities. It highlights the importance of recognising and leveraging diverse communities' unique attributes, skills, and capabilities to enhance resilience against natural hazards and disasters. Key findings from the case studies, including the Karen community and young individuals aged 18–25, reveal gaps in understanding natural hazard risks, underline the significance of cultural and life experiences and identify communication as a pivotal challenge due to cultural nuances and varying levels of language proficiency.

The report advocates for more inclusive and collaborative approaches to disaster resilience, suggesting that EMOs need to work closely with communities to foster a better understanding of their specific needs and capabilities. This would enable a more resilient society capable of facing natural hazards.

[\(Source: MacDonald, F. \(2020\). Building Resilience: Understanding the Capabilities of Diverse Communities. Bushfire and Natural Hazards CRC, Melbourne.\)](#)

**The Karen (or Kayin) people are an ethnic group from Myanmar (formally Burma), and are largely from refugee backgrounds, began arriving in Australia in approximately 2003, and are continuing to grow in Victoria (Lane, et al, n.d). They are now one of the biggest refugee groups to have arrived in Victoria in the past 15 years.*

Economic value of the Not-for-Profit Sector: The "Value of Queensland's Not-for-profit Sector" report highlights the sector's vital economic contribution of approximately \$12.7 billion annually. It employs 119,281 people, experiencing a growth in employment but a decline in volunteer numbers by 12.41% between 2016 and 2018. Community development organisations play a crucial role in supporting this sector by facilitating access to resources, enhancing volunteer engagement and improving organisational capacities, thereby ensuring the sector's significant impact on Queensland's economy and social landscape.

[\(Source: - Gilchrist, D. J. & Emery, T., \(2021\), Queensland's Social Services Sector: Its Sustainability and Economic Contribution, a report of the UWA Not-for-profits Research Team for the Queensland-Council of Social Service, Perth, Australia.\)](#)

Challenges for Volunteers: Increased demands on volunteers aren't met with sufficient support and funding, causing strain. The pandemic has underscored the need for robust leadership and investment in capacity and capability-building initiatives in the volunteering sector. ([Source: National-Strategy-for-Volunteering-2023-2033](#))

Summary: GWC is an essential contributor to empowering communities and building resilience. By focusing on developing social capital, trust and leadership qualities within communities, GWC provides the necessary support to enhance the capabilities of individuals and organisations. Through coaching and mentoring, strategic planning and facilitating organisational change, GWC encourages a shift from transactional to relational engagements, empowering the non-profit sector to navigate complex challenges and adapt to changing community needs. This holistic approach equips communities to face everyday challenges and extraordinary events. GWC's commitment to diversity and inclusion and its strategic partnership approach are crucial in bolstering community resilience and making societies more adaptive, informed, and engaged.

Micro Demand Drivers

Challenges in the Mackay Isaac and Whitsunday region

The MIW regions need strategic initiatives to improve livability and promote socio-economic transformation, creating inclusive, resilient communities prioritising environmental sustainability, affordable housing, accessible healthcare and education. Not-for-profit organisations **are critical in addressing immediate community health, education, social services and environmental protection needs**. Leveraging technology and innovation, strategic partnerships between the government, the private sector and NPOs can maximise impact. GWC aligns with local government community plans, promoting a community voice essential to the region's livability and economic vitality.

Population Growth Trends and Their Strategic Implications:

In 2020 21, Mackay, Isaac and Whitsunday regions were the second-fastest growing regional SA4 in Queensland, with a growth rate of 0.6%.

Individual Regions' Growth Rates (average over ten years to June 2021)

Mackay: 0.2% (10-year average), 0.7% (2020 21)

Whitsunday: 1.1% (10-year average), 0.7% (2020 21).

Isaac: -0.31% (10-year average), 1.35% (2020 22).

Combined Growth Rate:

The combined growth rate for Mackay Isaac Whitsunday was 0.6% in 2020/21, which also matched the 10-year average growth rate for the region.

Comparison with Southeast Queensland (SEQ):

Over the ten years to June 2021, SEQ grew at an annual rate of 1.9%, which is about three times the rate of the rest of Queensland (0.6%)

Addressing the risk of a low population growth rate:

The Greater Whitsunday region is undergoing a unique demographic shift that presents challenges and opportunities for community services and socio-economic development. While the increase in population is primarily due to an aging demographic, this also highlights the need for strategic initiatives to promote population growth and regional vibrancy, which can bring a wealth of benefits to the region.

Regional Challenges:

Similarly, the Mackay, Isaac, and Whitsunday region contends with challenges such as the State and Federal Governments' inclination to invest more heavily in larger metropolitan areas, which benefits those areas with higher quality services and governance, alongside the burden of rising operational costs. Yet, these hurdles present unique opportunities to cultivate innovative solutions aimed at enhancing governance and upgrading regional infrastructure. Through collaboration and the execution of strategic initiatives, the region has the potential to increase operational efficiency and improve service delivery, thereby securing the sustainability of Not-for-Profit Organisations across the area.

Alignment of GWC's work to the Mackay/Isaac and Whitsunday Regional Councils Community Programs

GWC is a critical partner in implementing government plans in the Whitsunday, Isaac, and Mackay regions. The organisation works closely with all levels of government to ensure that regional initiatives align with community needs. GWC fosters collaborative partnerships with government, communities, industries and not-for-profit organisations to address critical **regional challenges that impact liveability in the Greater Whitsunday region.**

GWC's emphasis on building community capabilities aligns with governmental priorities to empower communities, promote inclusivity, and advance sustainable development. Its initiatives support safe, healthy, inclusive, and economically vibrant communities, complementing and contributing to achieving strategic visions laid out by the Mackay, Isaac, and Whitsunday Regional Councils and broader state and federal strategies.

Leveraging **GWC's expertise** is essential in realising **comprehensive and sustainable regional development goals, thereby enhancing the quality of life for residents across the Greater Whitsunday region.**

GWC VS Local Councils Community Teams

GWC distinguishes itself as an independent community development organisation dedicated to enhancing the Greater Whitsunday, Isaac, and Mackay regions over the past 50 years. While complementing the efforts of local councils, GWC's approach to community development features several distinctive aspects:

Regional Collaboration: GWC transcends LGA boundaries, offering a regional lens to identify and address shared challenges and opportunities. This approach is crucial for advocacy at Federal and State levels, where electoral boundaries don't align with those of LGAs, ensuring a unified representation of community needs.

Innovative Flexibility: GWC uniquely positions itself to respond with innovative solutions to community needs, fostering novel partnerships and encouraging place-based, collaborative actions. This adaptability enables quick response to evolving community needs and the exploration of new ideas.

Broad Stakeholder Engagement: Beyond local government interactions, GWC collaborates with a wide range of stakeholders, including businesses, non-profits, educational institutions, and residents, promoting an inclusive, participatory model of community development.

Independent Advocacy: GWC's independence from local government structures empowers it to align more closely with community priorities, free from political constraints, and positions it as a trusted ally of the communities it serves.

Proactive Implementation: Contrasting with the policy-focused nature of local councils, GWC acts as a proactive "doer," directly engaging in grassroots activities to enhance community living spaces. This practical approach facilitates sustainable change by empowering community leaders with the support and resources needed for successful initiatives.

Empowerment and Resource Allocation: GWC acknowledges the challenges faced by community leaders, particularly around dwindling volunteerism and time constraints. It responds by providing tangible support to build social capital and enhance community capability, making change efforts more achievable.

Social Infrastructure Advocacy: GWC champions the development of social infrastructure and networks as critical to economic growth and the improvement of regional liveability. With its extensive history, regional connections, and expertise, GWC significantly contributes to the region's economic development strategies.

In essence, Greater Whitsunday Communities distinctly benefits the region through its focus on regional issues, innovative flexibility, extensive stakeholder engagement, operational independence, and direct support for community leaders and initiatives. This unique approach underscores the importance of investing in social development organizations like GWC to foster conditions conducive to long-term economic growth and regional prosperity.

Mackay Regional Council

Greater Whitsunday Communities' Community Development Work supports the following elements of the [Mackay Regional Council's Community Programs Strategy 2022 - 2027](#)

Safe Communities		
Priority Number	Priority	
1	Actively participate in the Domestic Violence, Suicide Prevention and Olympics 2032 taskforces.	✓
1	Facilitate opportunities to relieve housing stress in the region.	✓
Healthy and Connected Communities		
2	Undertake a suite of capacity-building and advocacy activities/programs to meet identified skill and knowledge gaps in the community	✓
2	Promote our program and the opportunities available to the community	✓
2	Develop the ability of our organisation to lobby and advocate on behalf of the community.	✓
2	Explore volunteer opportunities to enhance community connection and support.	✓
Inclusive Communities		
3	Build emergency preparedness, resilience and connection in Localities	✓
3	Improve access and inclusion for all residents.	✓
3	Actively engage young people.	✓
3	Support and celebrate our diverse populations, including LGBTQIA+ and multicultural communities	✓
3	Engage with and learn from our First Nations People.	✓
3	Actively engage our seniors.	✓
3	Provide and manage a range of funding opportunities that improve the liveability of residents.	✓

Isaac Regional Council

Greater Whitsunday Communities' Community Development Work supports the following elements of the Isaac Regional Council's [Community Strategic Plan \(Isaac's 20 Year Vision\)](#)

Communities	
We will provide safe and cost-effective community facilities and venues.	✓
We will provide a range of services to cater for the diverse needs of our communities.	✓
We must partner with a range of stakeholders to build self-sustainable community groups.	✓
We will celebrate our communities and their uniqueness.	✓
Economies (supporting social infrastructure to support economic growth and liveability)	
We will provide sustainable infrastructure, facilities and services to support economic growth.	✓
We must partner with a range of stakeholders to promote economic vitality.	✓
Infrastructure	
We will plan and act to ensure that our communities and infrastructure are well-prepared for natural disasters.	✓

Whitsunday Regional Council

Greater Whitsunday Communities' Community Development Work supports the following elements of the [Whitsunday Regional Council Community Plan-2022-2032](#).

Governance – Engaging the Community	
Community Participation We intend to engage with the community in an open, transparent and genuine way.	✓
Keep Community Informed We intend to provide regular, relevant, and consistent communication to residents.	✓
Provide Feedback to the Council & Community We intend to close the loop with all participants and stakeholders.	✓
Aim To Continually Improve Our Community Engagement Process We intend to improve, adapt and update engagement strategies to meet community needs and social trends.	✓
Community	
Providing Activities and Events We intend to provide opportunities for social interaction and community involvement.	✓
Community Capacity We intend to look after our people by supporting, engaging and empowering them.	✓
Welcoming Environment We intend to provide opportunities to engage and foster relationships (liveability)	✓
Advocacy For Services We intend to advocate for our community and the relevant agencies to increase our access to primary healthcare	✓
Inclusive Community We intend to create opportunities, spaces and diversity within our community for everyone.	✓
Advocacy & Partnerships We intend to engage with relevant stakeholders to encourage diversity.	✓
Capable Community We intend to develop a capable community able to welcome and support residents and visitors	✓
Socio-Economic Connectedness	
Advocate For Adequate Affordable Housing We intend to advocate for affordable housing to accommodate population growth, business expansion and increased investment attraction.	✓

Liveability	
Creating Liveable Communities We intend to ensure future liveability by providing connected and vibrant communities with a high level of health care, education, employment and social services to support	✓
Improved Health Services We intend to continually assess and advocate for upscaled health care to meet the needs of our growing communities.	✓
Environment and Climate Change	
Preparing Our Community For Natural Disasters We intend to develop practical and effective preparation and response plans for our high-priority natural disasters	✓
Strong Neighbourhood Identity	
Creating Neighbourhood Identity We intend to facilitate neighbourhood identity through planning provisions that encourage attractive residential streetscapes and provide access to parks and public transport.	✓
Network Of Neighbourhood Community Champions We intend to identify and empower community champions to function as a link between grass roots community and the Council	✓
Managing Residential Development Patterns and Density	
Planning Population Growth We intend to ensure sufficient residential development, land, parklands., and infrastructure are suitably planned to accommodate future population and growth whilst promoting the Whitsunday lifestyle	✓
Spaces for Everyone	
Engagement We intend to continue to engage with community members to inform design and development of spaces that meet the needs and desired experience of all ages and abilities	✓
Service Provision and Infrastructure	
Social Infrastructure We intend to ensure our social infrastructure meets the needs of the community	✓

Alignment of GWC's work to State and Federal Government Plans

[Big Movers 2023 Report](#)

[Regionalisation Ambition 2032 - Year 1 Progress Report](#)

[Draft National Care and Support Economy Strategy](#)

[Building the Good Life Foundations of Regional Housing](#)

[Livability Toolkit](#)

[Our North, Our Future: White Paper on Developing Northern Australia](#)

[Federal Government Strategic Priorities: A strong, inclusive and sustainable economy](#)

Queensland Government Plans:

[Equity and Diversity Plan,](#)

[Good People, Good Jobs – Queensland Workforce Strategy 2022 - 2032](#)

[QLD State Objectives for the Community: Good Jobs, Better Services, Great Lifestyle,](#)

[Advancing North Queensland](#)

[Queensland Housing Investment Growth Initiative](#)

[Queensland Energy and Jobs Plan](#)

Value Proposition for Community Development in the Greater Whitsunday Region

The work done by GWC has significantly progressed the liveability of the regions of Mackay, Isaac, and Whitsunday. This progress has been made possible through various initiatives such as the Greater Whitsunday Housing Project and different projects that focus on the youth. These initiatives are designed to empower the communities to lead the way by providing place-based responses based on their lived experiences. By amplifying the community's voice, GWC ensures that solutions are locally relevant, place-based, and reflect the unique needs of the region. GWC is creating thriving, resilient communities where every member is empowered by fostering a more connected regional identity.

Part Two

Social Return on Investment Estimate and Impact Analysis of GWC's Initiatives 2021-2023

Evaluating Impact



Quantitative Assessment Estimate

Methodology:

Quantitative estimates were meticulously evaluated for attribution, deadweight, and displacement on a case-by-case basis to ensure a detailed and accurate estimate of GWC's impact. The methodology employed quantitative tools to calculate the Social Return on Investment (SROI) and the Benefit-Cost Ratio (BCR) using the Envoy Partnership Social Value ROI Calculator. This provided a numeric evaluation estimate of GWC's investment efficiency in fostering socio-economic development, demonstrating a commitment to rigorous impact assessment, accountability, and transparency.

GWC conducted a comprehensive review of Social Return on Investment (SROI) reports across Australia to benchmark estimate outcomes, focusing on various programs and initiatives designed to create social, economic, cultural, and environmental value. **GWC's results fell within the mean of the programs reviewed.** This investigation sheds light on the broad impact and the value these efforts bring to communities and stakeholders, showcasing significant returns across various sectors.

The documents reviewed and their corresponding SROI ratios, along with source references, are as follows:

1. National Community Hubs Program (NCHP): Approximately 2.23:1
[NCHP SROI Deloitte Findings](#)
2. Ganbina Program: 6.7:1
[Ganbina SROI Report 2012](#)
3. Fair Finance Australia (Foresters Community Finance) SROI Forecast: 2.07:1
[Fair Finance Social Return on Investment](#)
4. Supply Nation Certified Suppliers (Sleeping Giant report): \$4.41 for every dollar of **revenue**
[Sleeping Giant Report](#)
5. Ronald McDonald House Program SROI: 3.3:1
[SROI Program Report - Ronald McDonald House](#)
6. Community First Development SROI: 3.3:1
[Community First Development Impact Reports](#)
7. Baseline Triple Care Farm SROI Report: 2.9:1
[Triple Care Farm Baseline SROI Analysis](#)
8. Drum Atweme Forecast SROI Report: 7:1

[Drum Atweme Forecast SROI Report](#)

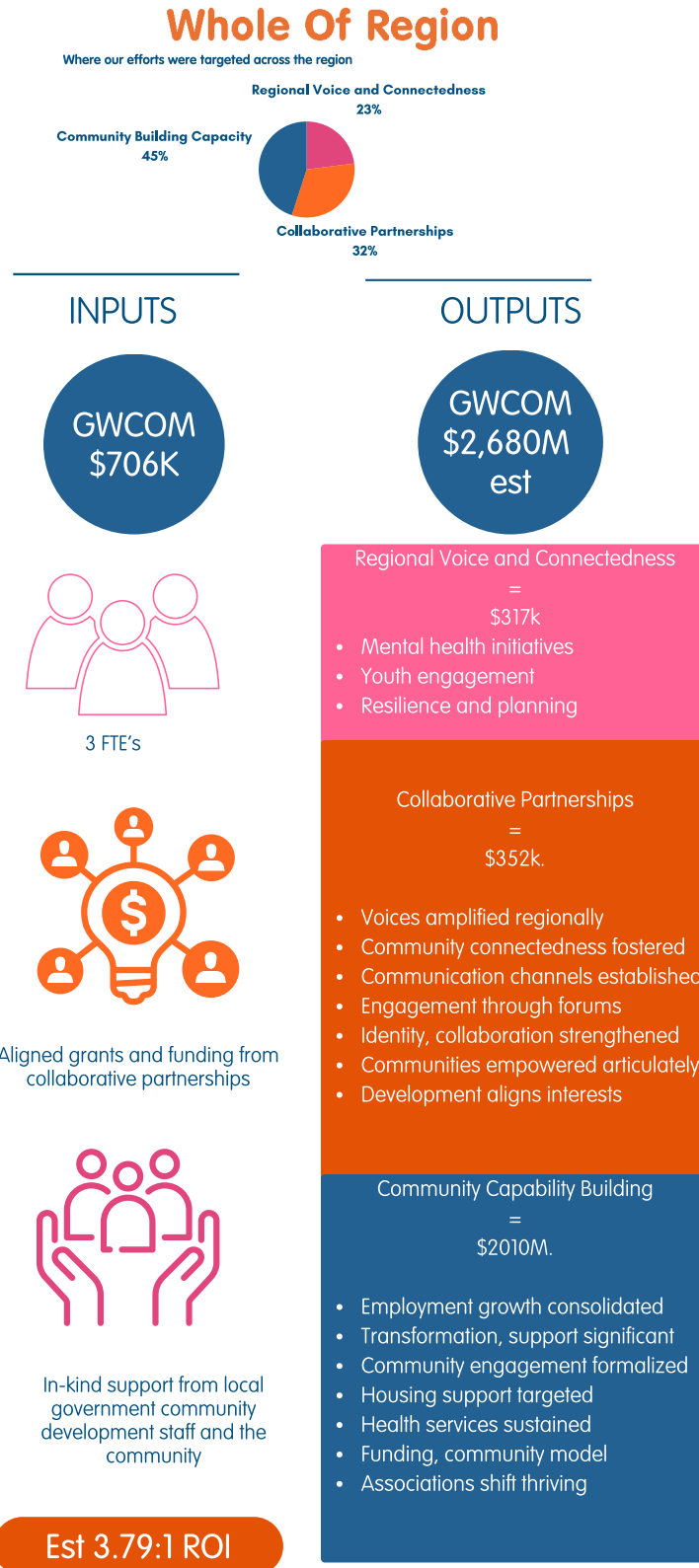
9. Be Connected Impact Evaluation: 4.01:1

[Be Connected Impact Evaluation Final Report](#)

This review shows that social investments in various programs and initiatives throughout Australia have had a positive impact. The Social Return on Investment (SROI) ratios ranged from 2.07:1 to 7:1, indicating the varying impact in different areas. The average SROI was approximately 4:1, meaning that every dollar invested in these programs and initiatives generated about \$4.00 worth of social and economic value. This demonstrates the significant impact of these investments in different Australian communities and sectors. All the above programs have been effective and have made a real difference.

Social Return on Investment for the Greater Whitsunday region (slight variations due to rounding)

Key Insights



Social Return on Investment per region (slight variations due to rounding)

Mackay Region



From July 2021 to June 2023, GWC achieved an estimated SROI ratio of 3.69 in the Mackay region, indicating a return of \$3.69 for every dollar invested.



Isaac Region



From July 2021 to June 2023, GWC achieved an estimated SROI ratio of 3.57 in the Isaac region, indicating a return of \$3.57 for every dollar invested.



Whitsunday Region



From July 2021 to June 2023, GWC achieved an estimated SROI ratio of 3.86 in the Whitsunday region, indicating a return of \$3.86 for every dollar invested.



Qualitative Assessment Findings

Methodology:

Towards Better used a thorough qualitative research strategy to inform the Social Impact Assessment Report. They conducted 20 stakeholder interviews, focus group discussions, and surveys and reviewed case studies to evaluate impacts. The team used a qualitative analysis to ensure a well-rounded perspective. The Toward Better report amalgamated varied **stakeholders’** insights and feedback, providing crucial insights for future community involvement and regional growth strategies.

PILLAR 1 Regional Voice and Connectedness

Testimonials



Needs/Problem Statement

Living in the Greater Whitsunday region presents challenges related to isolation, unreliable digital connectivity and limited access to essential services. These challenges are compounded by issues of livability, mental health and homelessness, affecting the region's transient population across 18 small communities and Mackay. The lack of financial support for services in less-populated regions directly affects people's well-being. Therefore, community development is necessary to cater to everyone's diverse needs and improve quality of life. Community-driven support systems are essential to foster connections and provide accessible help to those facing challenges. Proactively planning to lessen the impact of social issues **will enhance regional connections and advocate for a community that supports everyone's journey towards a fulfilling life, regardless of their circumstances.**

Why Does GWC Work in This Pillar?

GWC's mission is to together unite people and help them feel more connected to their local and regional communities. They aim to help smaller communities become more sustainable and resilient by identifying common issues and needs, especially for those often unheard. Their approach involves working together to find solutions that benefit everyone. Their goal is to strengthen social infrastructure and capabilities, which will contribute to improving the quality of life in the Greater Whitsunday region in the long term. They believe that creating community-driven support systems is essential to help people facing mental health challenges and homelessness. Their focus is on inclusivity and ensuring sustainable outcomes for vulnerable demographics, such as women, youth and First Nations communities. They advocate for a supportive community that recognises and helps every individual, regardless of their mental health status or housing situation.

Opportunity Statement

The challenges faced by the communities in the Greater Whitsunday region represent opportunities for growth and transformation. By embracing adversity as a source of strength, the community, under the guidance of GWC, can unite to harness their collective resilience and overcome hurdles. GWC plays a vital role in bringing together all regional voices to address these challenges, advocating for solutions on behalf of the region's communities. Through open conversations, shared experiences, and the mobilisation of local resources and collective wisdom, solutions tailored to their unique needs emerge. By community wellbeing and mutual support, and with GWC facilitating a unified regional voice for advocacy and solution-seeking, the community can transform adversity into a catalyst for growth, strength, resilience, and prosperity. [OB]

The Key outcomes: Regional Voice and Connectedness

- 84 agencies have collaborated to establish across the Bowen Collinsville Community Alliance which aims to improve healthcare services, create **jobs and provide educational opportunities**.
- Qualified staff have been introduced to aged care facilities to enhance the quality of care for the elderly and provide employment and training opportunities for young people.
- Isaac Residents can access comprehensive healthcare through the Isaac Navicare **Service, which offers Telehealth and Mental Health Care Plan services**.
- 56 women have received knowledge to make informed decisions about their housing options, which helps them navigate life's challenges with more confidence.
- Isaac Navicare Project is a 2-year, \$216k partnership to provide mental health and social support services to all. A hub in Clermont will be established, and funding for the Navicare hub and

spoke model across Isaac region gains momentum. It may extend to other regions of Greater Whitsundays.

- Regional applications to secure a significant portion of the \$10 billion Federal Government's Housing Australia Future Fund investment to transform the housing and livability standards of the region.

The Impact – Regional Voice and Connectedness

The Greater Whitsunday region is transforming positively through efforts to harness collective vision and collaboration. Through GWC the region is investing in its social fabric to provide secure living, quality care, and growth opportunities for everyone. By understanding regional challenges and co-designing solutions with regional stakeholders GWC can advocate for the relevant issues as a regional voice. GWC proactively addresses critical needs by empowering individuals with knowledge and resources to navigate life's challenges. These initiatives strengthen society's foundations, ensuring that the Greater Whitsunday region meets diverse needs, thrives as a beacon of inclusivity, opportunity and collective well-being. **Community-focused action and strategic collaboration build a livable, connected, and resilient region for generations to come.**

Case Studies - Regional Voice and Connectedness

Mackay Regional Council Local Government area

Seaforth Health & Community Information Day

Introduction

Seaforth, a coastal community north of Mackay with a significant elderly population, held the Seaforth Health & Community Information Day in partnership with GWC and MRC. The event aimed to foster social connections and improve access to services.

Background

Recognising the importance of understanding and addressing the specific needs of the Seaforth community, GWC and MRC initiated a community meeting to identify top priorities. The clear preference emerged for a Community & Health Information Day, leading to a collaborative effort to make this event a reality. Supported by local organisations such as the Queensland Women's Association (QWCA) and various service providers, the event aimed to create a platform for engagement and support for the residents improving their access to various services.

Program Components

Community Engagement and Planning

A foundational community meeting facilitated by GWC and MRC set the stage for identifying the residents' priorities, emphasizing the need for enhanced social connections and direct access to health and community services.

Execution of the Information Day

The Seaforth Health & Community Information Day brought together MRC, QWCA, and 20 health & community service providers, offering a rare opportunity for 50 attending residents to engage directly with service representatives. The event focused on:

- Providing a social connection point for residents, especially crucial for the older population.
- Facilitating direct service referrals and discussions about local concerns with service providers.

Key Outcomes

Increased Engagement with Council Services

Following the event, there was a noticeable increase in community engagement with Mackay Regional Council's services, particularly the libraries, highlighting the event's effectiveness in connecting residents with local resources.

Future Event Considerations

Encouraged by the positive feedback, the Council is exploring the possibility of organising similar events focused on families and extending to other locations like Eungella, indicating a broader application of the successful Seaforth model.

Impact

The Seaforth Health & Community Information Day enhanced social connections and access to services for Seaforth's residents. It fostered community cohesion, empowerment and participatory collaboration. Additionally, the event positively impacted local commerce by increasing interest in the Progress Association markets.

The Seaforth Health & Community Information Day met its objective of enhancing social connections and access to services for Seaforth's residents and setting a precedent for future community engagement initiatives.

Conclusion

The Seaforth Health & Community Information Day brought together residents, service providers and local government to improve social connections, access to services and community resilience. Positive feedback and increased engagement with council services indicate its success and potential for replication in other communities.

Whitsunday Regional Council Local Government Area

Bowen Collinsville Community Alliance BCCA

Introduction

The BCCA is an example of resilience and community action in response to economic downturns. Bowen and Collinsville allied to revitalise their neighbourhoods and improve healthcare, education and connectivity. With GWC's support, the BCCA has made significant progress towards a sustainable future.

Background

Bowen and Collinsville held a Community Planning Day in response to an industry downturn that led to population loss and reduced services. This event led to the formation of the Bowen-Collinsville Community Alliance, which aimed to foster greater connection, information sharing and collaboration between the two towns. GWC's support was instrumental in achieving the alliance's goals, including introducing new community and health services.

Program Components

Formation of the BCCA

BCCA's creation marked a pivotal moment for both communities, setting the stage for enhanced cooperation and strategic planning. GWC played a critical role in organising the Community Planning Day and delivering foundational support, facilitating the introduction of new community and health services, and heralding a phase of collective advancement.

Education and Healthcare Initiatives

Diploma of Nursing and Aged Care: Bowen TAFE introduced a Diploma of Nursing and Aged Care to provide locals with essential healthcare training.

Enhanced Healthcare Services: The recruitment of healthcare professionals, including Occupational Therapists and Clinical Psychologists, alongside specialised staffing at local nursing homes, significantly improved the quality of care available to residents.

Youth Network and Telehealth Services: Addressing the specific needs of young people, the BCCA facilitated the creation of a Youth Network and introduced Telehealth and Mental Health Care Plan services, enhancing accessibility to essential health services.

Key Outcomes

Improved Health and Education Services

BCCA has improved healthcare education and local health services, giving residents better care and career opportunities. Nursing homes have better care quality with qualified staff, and BCCA plans to keep recruiting for high standards.

Youth Engagement and Support

Establishing a Youth Network and Telehealth/Mental Health Care services support young residents' well-being.

Impact

The Bowen-Collinsville Community Alliance, with GWC's support, has resulted in critical health services, educational programs, specialised staff for elder care, and support networks for youth. These initiatives have addressed immediate needs and improved the long-term sustainability and livability of the communities. They have also enhanced connectivity among residents, strengthened the regional voice, and transformed the communities towards greater resilience and sustainability.

Conclusion

The BCCA is an inspiring model for community-led initiatives. Bowen and Collinsville have overcome socio-economic challenges by prioritising health services, education, and youth support. With support from GWC, their commitment to collaboration sets the stage for improving the livability of the Bowen community.

Pillar 1: Examples of work done in Regional Voice & Connectedness - July 2021 to June 2023

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>BCCA – Youth BCCA created a Youth Working Sub-group to support young individuals in Bowen and Collinsville.</p>	<p>Whitsunday Regional Council</p>	<p>2021-22</p>	<ol style="list-style-type: none"> 1. Formation of the Youth Working Sub-group. 2. Development of a comprehensive action plan and Terms of Reference. 3. Execution of Planning Facilitation Services for youth inclusion strategies. 4. Establishment of youth networks in Bowen and Collinsville. 	<ol style="list-style-type: none"> 1. Enhanced guidelines, priorities, and strategies for engaging youth. 2. More proactive support by Selectability for regional youth. 3. Increased coordination among community stakeholders. 4. Youth networks amplify young voices and advocate for support and opportunities. 	<ol style="list-style-type: none"> 1. Significant improvement in support systems for young people in Bowen and Collinsville. 2. Amplification of youth voices and advocacy for their support and opportunities. 3. Transformative change in youth engagement leads to environments where young individuals are empowered to thrive.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Better Together Housing</p> <p>Better Together Housing provides an online platform and community to empower women over 55 (the most at-risk demographic for homelessness) to explore shared housing options. It also organizes in-person gatherings to prevent isolation and foster connections.</p>	<p>Mackay Regional Council</p>	<p>July 2022 to June 2023</p>	<ol style="list-style-type: none"> 1. 12 Regional Advisory Group meetings were held. 2. Promotion through newspaper articles, radio interviews, and presentations at the Women in Local Government Leadership Program and the REIQ Regional Conference. 3. Development of FAQ videos in collaboration with Soroptimist. 4. New home arrangements documents developed by Mackay Regional Legal Centre. 	<ol style="list-style-type: none"> 1. Forming new partnerships and increasing project awareness through media and events. 2. Addition of 8 new members to the Better Together Housing initiative. 3. Increased local awareness among women about housing options and the project. 	<ol style="list-style-type: none"> 1. Enhanced awareness of older women's housing issues, leading to increased connections among women in similar circumstances. 2. Empowered the - 56 women to make more informed housing decisions. 3. With additional funding and a planned re-strategizing process, there's potential for an enhanced impact on supporting women over 55 in securing housing.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Whitsunday Housing Round Table</p> <p>GWC facilitated a Housing Roundtable in July 2021 to address housing concerns in Bowen and Collinsville, particularly housing insecurity among older women.</p>	<p>Whitsunday Regional Council</p>	<p>July 2021</p>	<ol style="list-style-type: none"> 1. Facilitation of the Housing Roundtable discussion. 2. Identification of common housing issues affecting the community. 	<ol style="list-style-type: none"> 1. Formation of a regional working group to address identified housing issues. 2. Agreement on actions to be taken by the working group. 	<ol style="list-style-type: none"> 1. Enhanced collaboration among a diverse group of providers, leading to a more effective response to the community's broader housing needs. 2. A more coordinated approach to data collection and community planning, improving the efficiency and effectiveness of housing initiatives in the region.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Isaac Navicare Mental Health Coordination</p> <p>GWC played a crucial role in engaging the community and conducting research for the Navicare initiative by Wesley Medical Research, aimed at improving mental health care navigation services.</p>	<p>Isaac Regional Council</p>	<p>Phase 1:</p> <p>April - June 2021</p>	<p>Phase 1:</p> <p>GWC is involved in community engagement and research for the Wesley Medical Research Navicare initiative. This included identifying service locations and establishing the Wesley Medical Research Project Manager role for the BMA Isaac NaviCare Mental Health project.</p>	<p>Phase 1:</p> <p>Establishing a foundation for the Navicare project, with identified service locations and roles, set the stage for effective project implementation.</p>	<p>The Isaac NaviCare Mental Health Coordination project improved mental health care provision in the region through a dedicated navigation coordinator and telehealth services, enhancing support and care quality. Successful partnerships and agreements set a precedent for expansion to neighbouring areas. Further funding potential promises sustained and expanded impact.</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Isaac Navicare Mental Health Coordination</p>	<p>Isaac Regional Council</p>	<p>Phase 2: July - December 2021</p>	<p>Phase 2: The Isaac NaviCare project launched with a Navigation Co-ordinator on 20/09/2021, enhanced mental health care and service delivery, setting the stage for potential additional funding.</p>	<p>Phase 2: On 20/09/2021, the project was launched to significantly improve the navigation of mental health service delivery, expand options for telehealth, and promise potential for further funding from the Isaac Region's resource sector by hiring a Moranbah-based Isaac NaviCare Worker.</p>	<p>As above</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
Moranbah District Support Services	Isaac Regional Council	July-Dec 2021	1. Policies and procedures were reviewed and amended in collaboration with staff and conducting interagency meetings.	1. Achieved improved organisational functionality and met accreditation standards.	The comprehensive approach to policy review and updating, combined with strategic partnerships and community-led initiatives, significantly enhanced the MDSS's capacity to provide vital mental health and social support services in the region. Meeting accreditation standards ensured high-quality service delivery, while the Isaac Wellbeing Project represents a substantial investment in the region's mental health infrastructure, promising lasting benefits to community well-being and resilience.

Activity	Local Government Area	Date	Output	Outcome	Impact
Moranbah District Support Services	Isaac Regional Council	July 2022-June 2023	1. Continue policy review and updates, ensure the organisation meets accreditation requirements, and foster collaboration between the school and MDSS to create youth drop-in opportunities.	1. Isaac Wellbeing Project launched a two-year partnership worth \$216,000 to enhance mental health services. Experienced Community workers have set up youth drop-in centres to provide new opportunities for local students.	As above

Activity	Local Government Area	Date	Output	Outcome	Impact
Clermont Youth meetings	Isaac Regional Council	July-Dec 2021	1. Establishment of the Youth Network Isaac, aimed at sharing program and service information among youth services providers.	1. Improved knowledge and better working relationships among the services in the Youth Network have enhanced the overall support framework for youth in Clermont.	The initiative led to the potential for collaborative actions. It continued support for youth, laying the foundation for a more integrated and practical approach to addressing the needs of young people in the region.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Isaac Youth Unmet Needs Research Project</p>	<p>Isaac Regional Council</p>	<p>July 2021 - December 2022</p>	<ol style="list-style-type: none"> Establishment of an Advisory Group and Terms of Reference: Laid the groundwork for a structured and guided research process Community Survey/Feedback Forum: 430 people were surveyed to find out the unmet needs of youth. Deliver the final report to Isaac Regional Council (IRC) in June 2021, presenting research findings and recommendations. 	<ol style="list-style-type: none"> Established a clear and practical framework for researching and analysing unmet needs. The strong engagement shows that the community is actively identifying and addressing the needs of youth. The report assesses youth needs in the Isaac region, guiding targeted actions and interventions. 	<p>Provision of Local & Regional Wide Data on Youth Needs: The project's findings offer invaluable insights into the specific unmet needs of the Isaac region, serving as a critical resource for planning and intervention.</p> <p>Enhanced Opportunities for Place-Based Activities: The research outcomes have paved the way for improved and targeted place-based activities for young people to address the identified gaps in services and support.</p> <p>Foundation for Funding Applications: The detailed data and identified needs have enabled entities like the North Queensland Primary Health Network (NOPHN) to apply for funding more effectively, targeting programs that address the specific needs of youth in the Isaac region.</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
Isaac Youth Unmet Needs Research Project	Isaac Regional Council		4. Youth Summit & Network Formation: Collaborating with young adults to address their concerns and needs identified in research.	4. Youth Summit & Network formed to empower young people by addressing their concerns and promoting active participation.	As above
Youth Round Table- Proserpine and Whitsunday Coast	Whitsunday Regional Council	May 2021 to March 2022	1. Facilitated Round Table: A stakeholders' forum to discuss common youth issues in the Proserpine and Whitsunday Coast areas.	1. This collaborative effort identified key challenges facing youth and reached a consensus on strategic actions to tackle them.	The Youth Round Table initiative has significantly contributed to a more unified and strategic approach to addressing youth issues in the Proserpine and Whitsunday Coast region. By facilitating better collaboration and planning among community stakeholders, the initiative is poised to make a lasting positive difference in the lives of young people in the area.

Activity	Local Government Area	Date	Output	Outcome	Impact
			<p>2. Formation of Regional Working Group to address the identified issues and implement the actions that have been agreed upon.</p>	<p>2. The regional working group improves coordination among stakeholders for youth-focused initiatives.</p>	<p>As above</p>

PILLAR 2 Collaborative Partnerships

Testimonials

<p>01</p>	<p>"GWC are a platform for local community, an advocate, and a vehicle for local resources to create social impact" - CSIA</p>	<p>04</p>	<p>"YOL1000 would not have been possible without the involvement of Greater Whitsunday Communities. They formed an integral part of the team of every stage of the work and worked alongside all types of providers to make them feel included in the project. There were times when Greater Whitsunday Communities held the work expertly and times when they helped others to hold the work in this same way. Greater Whitsunday Communities are a genuine Grassroots organisation with the ability to creatively problem solve and were able to fill gaps that Mackay Regional Council could not. I look forward to working with them on the project further." Anna Kohler- Youth and Community Development, Mackay Regional Council</p>
<p>02</p>	<p>"GWC are connectors and facilitators with unique, very valuable mindsets and experience" -Mackay YOL1000</p>	<p>05</p>	<p>"BlueCHP commends GWC and RDA GW for leading a project to address the housing system imbalance in the Greater Whitsunday region. In 2023, GWC connected with BlueCHP to help access funding programs for social and affordable homes in the area. GWC invited BlueCHP to present at the House Summit to help stakeholders understand how CHPs can help unlock housing supply in the region. Since then, GWC has facilitated several strategic discussions related to key projects and initiatives in the area, making it easy for BlueCHP to develop applications for the region". - Darren Mew BlueCHP</p>
<p>03</p>	<p>"GWC are connective tissues, and great at seeing opportunities and forming collaborations between different institutions" - Mirani State High School</p>		

Needs/Problem Statement

In today's highly competitive and limited funding environment, many organisations and community groups operate independently, which can lead to duplication of efforts and resource waste. They are often hesitant to work together or exchange information, causing a widening gap between those who require assistance and service providers. While it's essential to maintain successful business models, prioritising the pooling of resources for the overall benefit of the community is crucial.

Why Does GWC Work in This Pillar?

GWC is a third-party organisation that is independent and trusted by many. It is owned and driven by its diverse members, who have worked together to identify common goals, community strengths and assets, place-based actions, and critical partners. Their main objective is to ensure that programs and resources are allocated as efficiently and effectively as possible for the maximum benefit of the community.

Opportunity Statement

GWC recognises the opportunity to cultivate a more connected, inclusive community where people come together to achieve the best possible outcomes. To make this a reality, GWC focuses on building capability and social capital in our regional communities, which will encourage collaborative thinking and practice. By promoting the idea that we can achieve more by working together, we can improve our social infrastructure, optimise the use of existing assets, and create a more liveable region.

The Key outcomes - Collaborative partnerships.

- Co-deliver a new regional first model of mental wellness support to address the rising demand for mental health services in rural and regional Queensland.
- Mental Health Navigation Hub and Spoke model established in the Isaac.
- Young people in the region can access placed-based **support rather than travelling 200KM's** to Mackay.
- Young Mayor program developed out of the 1000 youth conversations.
- 90% of collaborative partnership participants surveyed gained insights into effective advocacy for the changes they aspire to witness in their community.
- Increase in youth volunteering across the region and strengthened the links between school and community.
- Community service organisations can survive and consolidate after a significant event with proper business continuity planning for disaster management.
- Greater Whitsunday Housing Summit Action Plan co-designed by 170 participants at a housing summit (Aug 2023).
- 3 Tier 1 Community Housing Providers are active in the region and have formed relationships with the 3 Regional Councils, private landowners, and developers.
- Regional applications have been submitted for both the State and Federal housing funding programs, and there is a pipeline of applications for all 3 LGAs.
- Regional employers are collaborating to bring built-to-rent developments forward for key workforces.

The Impact – Collaborative Partnerships

GWC has made a huge social impact in the Greater Whitsunday region by enhancing connectivity, advocacy, and collaborative resource mobilisation. Through inclusive and collaborative networks, GWC addresses critical needs such as housing and mental health support, acting as a pivotal link between community groups, institutions, and stakeholders. By optimising resource use and enhancing social infrastructure, GWC makes the region more liveable and supportive for all community members. Their comprehensive approach to community development highlights the power of collective action in creating positive changes that address pressing social challenges.

Case Studies - Collaborative Partnerships

Whole of Region

Greater Whitsunday Housing Project

Introduction

The Greater Whitsunday Housing Project is an initiative by GWC and RDA GW to address the critical housing shortage in the Greater Whitsunday region. It focuses on the whole housing spectrum, from social and affordable homes to private market homes to rent or buy.

Background

Launched in Oct 2022, the project aims to find solutions to the region's housing crisis where housing is constraining economic development and where there is a housing supply shortage across the continuum.

Program Components

Roundtable Event (December 2022): A forum to identify strategic themes for a Housing Summit 2023.

Research Project: Data gathering and analysis to inform discussions and strategies at the Housing Summit, resulting in the [Greater Whitsunday Housing Playbook](#).

Housing Summit (August 2023): This major event, attended by 170 stakeholders, culminated in the formulation of the [Greater Whitsunday Housing Action Plan](#).

Greater Whitsunday Housing Alliance Committee: GWC established this committee to oversee the implementation of the Housing Alliance Project. It drives progress against the actions outlined in the Playbook and Action Plan.

Key Findings

The project highlighted critical insights into the housing crisis.

- **Shortage of Housing:** A pervasive shortage across all housing types, impacting the entire spectrum of the market.
- **Affordable Workforce Accommodation:** The lack of affordable workforce accommodation is a significant barrier to economic growth, limiting the ability to attract and retain essential workers.
- **Collaboration Opportunities:** Significant potential exists to address the housing shortfall, including partnerships between the public, private, and nonprofit sectors.
- **Unlocking Housing Supply:** Strategies identified to increase housing supply include:
 - Attracting Tier 1 Community Housing Providers (CHPs) and facilitating collaborations with Regional Councils and private sector entities.
 - Employers funding workforce accommodation and exploring build-to-rent solutions with CHPs.
 - Promoting homeshare campaigns to utilise spare bedrooms in existing homes.
 - Streamlining the development process, offering concierge services, and developing a development prospectus with incentives for desired housing typologies.
 - Enhancing the region's attractiveness for State and Federal Government housing investment and advocating for regional incentives and targets.

Outputs

The initiative produced two critical documents:

- **Greater Whitsunday Housing Playbook:** This is a significant resource for the region, rich in data, that identifies the critical issues and provides recommendations to address barriers to housing supply.
- **Housing Action Plan:** Building on the Playbook, the Action Plan prioritises actions linked to the solutions identified at the Housing Summit.

Implementation and Action

The Greater Whitsunday Housing Alliance was formed to focus on actionable strategies and collaborations to unlock the housing supply and improve the affordability and availability of workforce accommodation. Key actions include:

- Attracting Tier 1 Community Housing Providers (CHPs) to the region.
- Facilitating collaborations between CHPs, Regional Councils, and private sector proponents.
- Promoting a home share campaign to utilise spare bedrooms in existing homes.
- Advocating for regional incentives and targets linked to State and Federal Government housing funding programs.
- Facilitating collaborations between employers to bring built-to-rent developments forward.

Short-Term Outcomes

- Engagement of Tier 1 CHPs to submit funding applications.

- Applications for social and affordable housing funding in the State and Federal Government's housing program funding rounds.
- Identification of land for development and facilitation of partnerships.
- Employers engaged to support build-to-rent workforce accommodation opportunities.

Long-Term Outcomes.

- Enhanced collaboration and operation between Councils, developers, and CHPs.
- Increased availability of social and affordable housing.
- Development of housing solutions that meet the region's needs, including an accommodation precinct at Mackay Airport.
- Key workforce accommodation developed via commercial proponents at market rates.

Impact

The Greater Whitsunday Housing Project has the potential to impact the region profoundly, making it more attractive for investors and developers, bringing housing supply forward by leveraging partnerships and government funding programs, and enhancing the region's economic growth and social sustainability. By addressing the housing crisis head-on, the project aims to create a more livable, economically vibrant, and inclusive region, setting a precedent for regional housing initiatives across Australia.

Conclusion

The Greater Whitsunday Housing Project has rallied regional stakeholders to address housing supply proactively, positioning the region to benefit from State and Federal Governments' housing funding programs, and facilitating discussions, workshops and collaborations to bring key worker accommodation solutions forward.

Mackay Regional Council Local Government Area

Youth Out Loud Project (YOL)

Introduction

The YOL initiative in Mackay is a comprehensive approach to empowering young people. From July 2021 to June 2022, the program focused on engagement, planning, and action, leading to significant outcomes. This case study explores the initiative's components, achievements and broader implications.

Background

Launched to empower the youth of Mackay, YOL1000 serves as a role model for youth-driven initiatives that focus on inclusive dialogue and action. Over a year, it provided a platform for young voices to address their needs and bring about societal change.

Program Components

Engagement and Planning

Youth Conversations: Central to the initiative were the 1,000 Youth Conversations, a monumental effort to engage directly with young people that culminated in May 2022. These conversations helped identify critical concerns and priorities, shaping the initiative's direction.

Strategic Planning: Forming a new YOL Strategic Plan to June 2025, laying the groundwork for sustained effort and focus on youth engagement and support.

Collaborative Projects: Projects like the "Places and Spaces" and the "Community Connection Project" exemplified the initiative's collaborative spirit, bringing together diverse stakeholders to work on youth-identified priorities.

Implementation and Action

Youth Leadership and Participation: Programs such as the Mackay Youth Mayors and leadership workshops empowered young people to take on leadership roles and actively participate in community planning and action.

Awareness and Community Engagement: Raising awareness about youth issues within the broader community was a key component, ensuring that the voices of young people were heard and considered in community planning.

Outcomes

Enhanced Youth Engagement YOL initiative involved the youth in Mackay by providing decision-making platforms with a focus on inclusivity.

Strengthened Community Connections: The initiative unified the community and improved support by fostering youth belonging through collaborations and partnerships.

Impact

YOL initiative successfully empowers youth through community engagement, development opportunities, and physical improvements. The YOL Strategic Plan to June 2025 is committed to expanding these efforts for a more inclusive youth future in Mackay.

Conclusion

Mackay Youth Out Loud initiative exemplifies how community engagement and strategic planning can transform the lives of young people. By direct conversations, collaborative projects, and critical support services, the initiative addresses needs and unlocks youth potential. It will continue empowering, supporting, and collaborating with the community to lead to further successes and a lasting positive impact on the region's young people and the broader community.

Whole of Region

CSIA Disaster resilience and preparedness

Introduction

The Whitsunday-Isaac-Mackay (WIM) region, frequently confronted with natural disasters such as droughts, cyclones, floods and bushfires, underscores the critical need for comprehensive disaster preparedness and resilience planning. Recognising this, the Community Services Industry Alliance (CSIA), in collaboration with the GWC, embarked on a pioneering initiative to bolster the disaster readiness of community and health organisations across the region. This case study outlines the efforts to enhance organisational resilience, ensuring the continuity of essential services in the face of natural and man-made disasters.

Background

Over the past seven years, the Mackay, Isaac and Whitsunday region has faced natural disasters, exposing the vulnerability of communities and organisations. Governments acknowledged the necessity of aiding individuals and preparing organisations for future disasters. GWC secured funding to **promote disaster readiness and recovery within the sector.**

Program Components

Strategic Partnership and Funding

A strategic partnership between CSIA and GWC was formed, leveraging GWC's solid and trusted relationships with community and health services across the Greater Whitsunday region. CSIA brokered funds to GWC to implement crucial elements of the disaster preparedness program.

Building Disaster Readiness Plans

A key focus of the initiative was the development of comprehensive disaster readiness plans for community and health organisations, equipping them with strategies to mitigate the impacts of disasters.

Enhancing Business Continuity Capability

The program emphasised building business continuity capabilities, ensuring organisations could maintain their operations and services during and after disaster events.

Strengthening Organisational Resilience

Efforts to bolster organisational resilience were central to the initiative, preparing organisations to adapt and recover from disruptions while continuing to provide critical services to the community.

Key Outcomes

Enhanced Preparedness: Participating communities and related organisations in the WIM region are fully equipped with actionable disaster readiness plans, ensuring their preparedness for natural and man-made disasters.

Sustained Service Delivery: These capabilities allow organisations to ensure the sustained delivery of crucial services during crises, **minimising disruption to the vulnerable populations they serve.**

Increased Organisational Resilience: The initiative has strengthened the overall resilience of participating organisations, enabling them to withstand and recover from the adverse effects of disasters more effectively.

Impact

CSIA and GWC's partnership has improved disaster preparedness in the Greater Whitsunday region by **prioritising the resilience of community and health organisations. This ensures continuity of essential services during disasters, benefiting both organisations and the community. The initiative's proactive preparedness efforts have better equipped the region to tackle future challenges.**

Conclusion

CSIA and GWC partnered to enhance disaster resilience in the Whitsunday-Isaac-Mackay region. Their efforts developed disaster readiness plans, built business continuity capabilities, and strengthened organisational resilience. The program highlights the role of preparedness and sets a precedent for similar initiatives in other vulnerable regions.

Pillar 2: Examples of work done in Collaborative Partnerships - July 2021 to June 2023

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Greater Whitsunday Housing Project</p>	<p>Greater Whitsunday Region</p>	<p>December 2021 - ongoing</p>	<ol style="list-style-type: none"> 1. Housing Roundtable: Held on 6 December 2022 to identify strategic themes for the Housing Summit. 2. Research Project: Conducted to provide baseline data to inform discussions at the Housing Summit, culminating in the Greater Whitsunday Housing Playbook. 3. Housing Summit attended by 170 participants to explore and prioritise solutions to the region's housing supply challenges. 	<ol style="list-style-type: none"> 1. Greater Whitsunday Housing Playbook. 2. Housing Summit Action Plan. 3. Technical working group for social and emergency housing to develop homeless precinct in Mackay. 4. A Housing Alliance Project to improve housing supply in the region. 5. The initiation of an accommodation precinct proposal by Mackay Airport for workforce accommodation. 	<ol style="list-style-type: none"> 1. Likely success of applications for State and Federal Governments' funding programs resulting in more social and affordable housing in the region. 2. Key workforce accommodation solutions are developed through facilitated collaboration between employers, developers and CHPs. 3. Ongoing collaboration within the social and emergency accommodation technical working group to explore further collaborative opportunities.

Activity	Local Government Area	Date	Output	Outcome	Impact
			<p>4. Action Plan: Outlined the prioritised solutions from the Housing Summit participant survey.</p>	<p>6. Tier 1 Community Housing Providers working in the Greater Whitsunday region and submitting applications for the region in the State and Federal Governments’ funding programs.</p> <p>7. Collaborations between employers to address critical workforce accommodation.</p> <p>8. Collaboration and knowledge-sharing between housing and homelessness service providers.</p>	<p>As Above</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
Mackay Youth	Mackay Regional Council	July 2021 to June 2022	<ol style="list-style-type: none"> <li data-bbox="860 295 1167 766"> Mackay YOL-Backbone & Engagement Working Groups: Facilitated five monthly collaboration and impact project planning meetings, leading to the development of the Places and Spaces project and a 120-day action plan. <li data-bbox="860 837 1167 1045"> Mackay YOL-Places & Spaces: Conducted youth workshops to brainstorm more youth-friendly community events 	<ol style="list-style-type: none"> <li data-bbox="1193 295 1464 766"> Increased Youth Engagement and Leadership: Engaged young people in planning and action, leading to the identification of emerging leaders and the participation of youth in community planning. <li data-bbox="1193 837 1464 1093"> Raised Awareness of Youth Issues: Up-to-date data on youth concerns and completed 1000 Youth Conversations 	<p>The Mackay YOL program has empowered young leaders and enhanced community support by encouraging their participation in decision-making. It has broadened community engagement, raised awareness of youth issues, and strengthened regional collaboration between schools and the broader community, setting a new standard for community-focused initiatives.</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
Mackay Youth			<p>3. Career Expo & Youth Drives: Organised a career expo and youth drives and collaborated with local shopping centres for youth engagement.</p> <p>4. Community Connection Project at Pioneer & Mirani High: Implemented a leadership program linking to external resources for student projects.</p>	<p>3. Strategic Planning for Youth: Established a new YOL Strategic Plan, valid until June 2025.</p>	As above

Activity	Local Government Area	Date	Output	Outcome	Impact
Mackay Youth			<p>5. Career Expo & Youth Drives: Facilitated a steering group to deliver a career expo, youth drives, and collaborated with local shopping centres for youth engagement.</p> <p>6. Community Connection Project at Pioneer & Mirani High: Implemented a leadership program linking to external resources for student projects.</p>		

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>CSIA Project Community Services disaster preparedness in the Mackay, Isaac and Whitsunday region</p>	<p>Greater Whitsunday Region</p>	<p>July- November 2021</p>	<p>1. CSIA QLD COVID Taskforce & Resilience Maturity Session: Conducted consultations and collaborative works with 50 organisations across QLD, including 6 in the region, focusing on resilience in response to COVID-19.</p> <p>2. Development of Resilience Maturity Framework: The collaborative effort resulted in the creation of a resilience maturity framework, continuum, scorecard, and playbook.</p>	<p>1. Co-created Scorecard & Playbook: In 2022, these tools were launched to help organisations improve their resilience.</p> <p>1. New Information and Collaborative Ideas Shared: The initiative fostered knowledge sharing and collaboration, improving the community services sector.</p>	<p>Organisations were given support and knowledge to navigate disasters. Regional organisations are now aware of critical resources for disaster resilience. The community services sector in the Greater Whitsunday Region has made notable progress in disaster resilience and organisational maturity, setting a benchmark for comprehensive preparedness and response strategies.</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
				<p>2. Strengthened Connections: Connected Central Southeast QLD Govt., NGOs, &and stakeholders to enhance support for resilience projects.</p>	<p>As above</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Queensland Council of Social Services and Queensland Social Enterprise Council Initiative.</p>	<p>Greater Whitsunday Region</p>	<p>July 2021 to June 2023</p>	<ol style="list-style-type: none"> Six Webinars on Community Sector Governance: Educational sessions aimed at enhancing governance knowledge within the community sector. Half Yearly Social Enterprise Meetings: Gatherings with an average attendance of 40 people per session, focused on fostering collaboration and sharing insights within the social enterprise space. 	<ol style="list-style-type: none"> New Learnings and Increased Sustainability: The webinars and meetings helped participants improve the sustainability of their organisations. Social Traders Certification: The initiative enabled organisations to become eligible for Social Traders Certification, which boosts social procurement potential. 	<p>Collaborative efforts with QCOSS & QSEC through webinars and meetings significantly bolstered the capacity and sustainability of community sector organisations. The initiative amplified social procurement potential among participants and created the GW Social Enterprise Network, offering a platform for ongoing growth, innovation, and mutual support among social enterprises.</p>

Activity	Local Government Area	Date	Output	Outcome	Impact
				<p>3. Greater Whitsundays Social Enterprise Network: A network was formed to support social enterprises through collaboration and resource sharing.</p>	

PILLAR 3 Community Building Capability

Testimonials



Needs/Problem Statement

In the Greater Whitsunday region, there is a critical gap in supporting the foundation of our community's strength and resilience: the volunteer sector. Despite Australian Governments at all levels heavily relying on and valuing volunteer contributions—estimated to exceed **\$43 billion annually**, as per the Australian Bureau of Statistics in 2016—the region lacks a dedicated Volunteer Resource Centre. This absence leaves the community-managed Not-for-Profit sector without essential support, jeopardising the availability of a skilled, knowledgeable and up-to-date volunteer workforce. It is imperative to have well-managed community groups equipped with members versed in robust governance, financial management and business planning. The absence of such a centre hinders the development of effective community services and the sustainability and growth of the volunteer sector that underpins them.

Why Does GWC Work in This Pillar?

GWC is confident in their commitment to supporting Not-for-Profit (NFP) organisations and securing a viable and sustainable social sector. They offer governance education, professional development, bespoke guidance, and nurture community leadership. GWC's efforts enhance social capital and improve the livability of the Greater Whitsunday region, ensuring Not for Profit organisations flourish long-term. This reflects their unwavering confidence in the pivotal role Not For Profit organisations the overall health and prosperity of the Greater Whitsunday region.

Opportunity Statement

GWC has a remarkable opportunity to establish productive partnerships and collaborative solutions that are embedded within local communities. Community organisations face several challenges, including volunteer fatigue and decreasing participation rates. Therefore, it is essential that GWC

offers reliable information, education and advice to community groups to achieve its ambition. GWC is a trustworthy resource that provides practical experience, local knowledge and connections to peak bodies and professional expertise.

Through strategic engagement and support, GWC plays a vital role in building transformative change, enhancing the resilience and vibrancy of communities across the Greater Whitsunday region.

The Key outcomes – Community Capability Building

- Consolidation of employment growth within a local **landcare and conservation-focused organisation, resulting in three full-time and three part-time positions and saving at least \$7,000, enhancing both operational viability and environmental stewardship.**
- Significant transformation within a supportive services organisation, including an individual's progression from immobility to employment and maintaining a quality life for over 50 individuals with high support needs.
- Through the facilitation of 27 local community meetings and securing \$1 million in funding, a community connective initiative was legally formalised, demonstrating enhanced engagement, collaborative effort, and organisational effectiveness.
- The provision of targeted support for housing needs facilitated a workshop that led to the proposed construction of tiny homes. In addition to this, they were able to secure additional funding for crisis support services. As a result, over 200 individuals, who were facing domestic violence or homelessness, were able to access safe and stable housing. The team's efforts have made a significant impact on the lives of those affected, and we are grateful for their contributions.
- Continued provision of essential health services and cooperative support, alongside strategic funding applications, underpins the sustainability of community health service providers, impacting health accessibility and community cooperation.
- Achievement of substantial funding for local initiatives and the establishment of a replicable community model marks a significant stride towards community development, support infrastructure, and enhanced well-being of those affected by domestic violence and homelessness.

The Impact – Collaborative Partnerships

GWC has demonstrated a profound impact on enhancing resilience, capacity, and sustainable development across the Greater Whitsunday region, according to feedback from key organisations. GWC's empowerment approach has fostered a sense of ownership and investment within the community, leading to significant outcomes such as improved organisational recognition, economic growth through job creation, and enhanced quality of life for vulnerable populations. Their efforts in facilitating community engagement and collaborative initiatives have resulted in strengthened organisational effectiveness and strategic support for critical needs like housing, directly impacting those facing domestic violence or homelessness. Moreover, GWC's role in ensuring the sustainability of essential health services highlights its pivotal contribution to maintaining community well-being. This transformative shift from mere survival to thriving across community associations and not-for-profits underscores GWC's effective capacity-building strategies, marking a significant stride towards a more sustainable, vibrant, and resilient community ecosystem in the Greater Whitsunday region.

Case Studies - Community Capability Building

Mackay Regional Council Local Government area

One Life

Introduction

GWC embarked on a collaborative journey with One Life, a locally managed disability organisation, to develop a strategic three-year plan. This initiative aimed to enhance One Life's operational effectiveness, viability, and sustainability.

Background

One Life's traditional approach of focusing solely on day-to-day activities limited its growth and long-term impact. To address this, One Life sought GWC's expertise for strategic direction.

Program Components

Strategic Planning Support: GWC provided specialised guidance through the strategic planning process, aiding One Life in creating a focused, actionable three-year strategic plan.

Role Clarity: GWC helped in clarifying roles and responsibilities within One Life, ensuring alignment of management and staff with the new strategic vision.

Operational Enhancement: Through reevaluating its operational strategy, One Life identified opportunities for greater sustainability and impact.

Key Outcomes

Successful crafting and implementation of a comprehensive three-year strategic plan.

Improved understanding and definition of management roles and responsibilities, fostering more effective governance.

Discovery and initiation of new partnerships, leading to more stable long-term accommodation solutions for clients.

Significant customer base growth over a 12-month period.

Key Impacts

- Shifted focus from reactive operations to proactive planning and execution.
- Improved ability to serve over 50 individuals with disabilities.
- Enabled one client's transformation from bedridden to employed, highlighting One Life's direct positive **impact**

Conclusion

The One Life and GWC partnership demonstrates the essential role of strategic planning in enhancing community-based organisations. This collaboration has reinforced One Life's foundation for future growth, significantly improving its capacity to make a meaningful difference in the lives of individuals with disabilities. The exemplary case study showcases the transformative impact of strategic foresight and dedicated support, ensuring that essential services efficiently benefit the community.

Isaac Regional Council Local Government area

Clermont Connect

Introduction

GWC played a pivotal role in fostering community engagement, capability building and development in Clermont from 2018 to 2022, engaging in deep conversations with the local community to uncover and address their unmet needs.

Background

It became evident that community groups and not-for-profit organisations in Clermont were at risk of dissolving due to the reliance on a shrinking pool of volunteers, who lacked the necessary skills in Governance and Management. In response, a working group supported by GWC was established to devise a more viable and sustainable model for ensuring the continuity of services and activities in Clermont.

Program Components

The Clermont Connect model emerged, proposing a unified community company underpinned by a single Board comprising key representative groups. This innovative structure was designed to manage projects, operate social enterprises, and advocate for the community on local issues, concerns, and unmet needs. Clermont Connect Ltd was officially formed in March 2022, with GWC providing critical support in the following areas:

- Strategic and Business planning facilitation
- Governance secretariat support
- Board inductions and Governance training.
- Support for the project worker in building community network relationships.

Key Outcomes

Clermont Connect has transformed into a community-owned Not-for-Profit company, boasting documented governance, financial management, and operational processes. This establishment has fostered community trust and confidence, enhancing the community's capability to deliver essential health, community, and recreational services and activities for future generations.

Key Impacts

GWC's comprehensive support has been instrumental in realising an innovative, place-based response that might not have been possible otherwise. By amplifying the community voice, supporting the vision, building community capability and confidence, ensuring broad representation, and providing expertise in policy and procedure development, GWC has laid the foundation for Clermont Connect to significantly impact the Clermont community. GWC's commitment as a backbone organisation ensures ongoing support for Clermont Connect, enabling it to fulfil its mission within the community.

Conclusion

GWC's pivotal role in nurturing Clermont Connect into a robust, community-owned entity showcases a successful model of empowering communities through strategic support, governance, and capacity building, ensuring the sustainability of vital services and activities for Clermont's future.

Whitsunday Regional Council area

Girudala Community Cooperative Society Ltd

Introduction

This case study explores the collaborative efforts between GWC and Girudala, a 50-year-old not-for-profit community services organisation based in the Whitsundays region. The focus of the collaboration was to address and overcome governance challenges impeding Girudala's operational effectiveness and growth.

Background

Girudala has been a cornerstone in serving the local First Nations community for five decades, offering a range of essential services. However, governance issues arising from limited management experience among its staff and board members presented significant hurdles. Recognising the critical need for external expertise to revitalize their governance framework and strategic direction, Girudala sought the support of GWC.

Program Components

The partnership between Girudala and GWC was grounded in a comprehensive strategy to bolster Girudala's governance and future-readiness, encompassing:

- Risk Assessment: A thorough evaluation of internal and external risks affecting Girudala's operations and reputation, identifying key improvement areas.
- Planning: The establishment of clear objectives and strategies to mitigate identified risks and enhance governance practices, tailored specifically for Girudala.
- Capacity Building: Training and support initiatives for both staff and board members aimed at boosting their governance knowledge and skills.
- Leadership Recruitment: Assistance in recruiting an experienced General Manager to lead Girudala through its phase of revitalisation and modernisation.

Key Outcomes

Through diligent execution of the action plan, Girudala witnessed significant enhancements in its governance structure, addressing the immediate challenges that once stifled its progress. The commitment to implementing these strategic interventions marked the beginning of a new chapter for Girudala.

Key Impacts

The strategic governance support provided by GWC has been instrumental in transforming Girudala's operational performance and sustainability. By confronting and overcoming governance challenges, Girudala has laid a solid foundation for long-term success, ensuring it continues to serve the community effectively.

Conclusion

The partnership between GWC and Girudala exemplifies the transformative power of strategic governance support, enabling a venerable community organisation to navigate through challenges towards a sustainable future. Through this collaborative effort, Girudala is now poised for continued success, underpinning its mission to serve the Whitsundays community for many more years to come.

Pillar 3: Examples of work done in Community Building Capability - July 2021 to June 2023

Activity	Local Government Area	Date	Output	Outcome	Impact
Clermont Connect	Isaac Regional Council	July 2021 to December 2022	<ol style="list-style-type: none"> 1. New logo design and EOI for new directors. 2. Subgroups established; new constitution drafted. 3. Development of board charter, strategic business plans, roles, and responsibilities. 4. Drafting and adoption of Constitutions/Board Charter. 5. Board positions elected, directors pack developed. 6. Two grant applications submitted (Isaac Regional Council and Gambling Community Benefits Fund). 7. Governance support, policy revision and development, alongside charity status consultation 	<ol style="list-style-type: none"> 1. 27 face-to-face meetings bringing Clermont community together. 2. Decision-making and agreed direction achieved. 3. Strategic and Business Plan developed for 2023/24. 4. Clermont Connect Ltd and Clermont Connect Charitable Company established as legal entities. 5. Balyando Enterprise Network & Clermont Connect secured \$1 Million in total funding. 	<ol style="list-style-type: none"> 1. Establishment of community ownership and self-determination. 2. More effective operation of the organisation and improved governance. 3. Formation of a Company Limited by Guarantee. 4. Strong foundations laid for the organisation's future sustainability. 5. Contribution of community members to the future of the town, preventing volunteer fatigue.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Clermont For Doctors Support to bolster community healthcare</p>	<p>Isaac Regional Council</p>	<p>July to December 2021</p>	<ol style="list-style-type: none"> 1. Conducted 5 supporting and supervision meetings. 2. Facilitated a meeting with the CEO of Mackay Hospital & Health Services. 3. Developed survey questions through support in planning and developing a community survey. 4. Supported meetings with the Director of Nursing at Clermont Hospital. 	<ol style="list-style-type: none"> 1. New workers gained an understanding of tasks, project, community engagement strategies, and alliances. 2. Introduced Mackay Hospital and Health Service to the project, positioning the Clermont Community to lead the development of a new model. 	<ol style="list-style-type: none"> 1. Enhanced community engagement and strategic positioning for the Clermont community, fostering the development of a new healthcare model.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Sarina Landcare Strategic Planning and Capability Building</p>	<p>Mackay Regional Council</p>	<p>July 2021 to June 2023</p>	<ol style="list-style-type: none"> 1. Conducted a Management Induction Workshop, Community Engagement Planning sessions, and Governance Support & Info sessions. 2. Developed a new strategic plan. 3. Created an improved organisational structure, constitution, and identified new funding options. 	<ol style="list-style-type: none"> 1. Enhanced understanding of management committee responsibilities. 2. Developed a comprehensive Community Engagement Plan. 3. New strategic plan implemented, leading to improved organisational structure and viability. 	<ol style="list-style-type: none"> 1. Enhanced understanding of management committee responsibilities. 2. Developed a comprehensive Community Engagement Plan. 3. A new strategic plan was implemented, leading to improved organisational structure and viability.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Whitsunday Housing Company Ltd Business Continuity Policy Development</p>	<p>Whitsunday Regional Council</p>	<p>August to November 2021</p>	<ol style="list-style-type: none"> 1. Completion of Business Continuity Policy Development and Review. 2. Undertook Governance Condition Support and Business & Continuity Planning activities. 	<ol style="list-style-type: none"> 1. Organisations are equipped with plans and actions for disasters or unplanned events. 2. Adoption of governance conditions by the organisation itself. 	<p>Ensure the foundation of a strong and resilient organisation that:</p> <ol style="list-style-type: none"> 1. Has Commenced Construction of 4 Tiny Homes addressing the housing gap for single men/fathers (non-DV) in need of respite. 2. Supports over 200 individuals who have experienced domestic violence (DV) or are homeless now have continued access to stable housing. 3. Has secured funding for support workers and crisis accommodation in Cannonvale, Airlie Beach, and Proserpine, enhancing the support network for vulnerable community members.:

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>One Life Strategic Planning and Policy Reviews</p>	<p>Mackay Regional Council</p>	<p>January to June 2022</p>	<ol style="list-style-type: none"> 1. Conducted staff surveys, reviewed the previous strategic plan, and created a new one for 2023/24. 2. Gained new information from GWC about enhancing an organisation for recreational activities. 3. Developed a clear vision and strategy for the next three years. 	<ol style="list-style-type: none"> 1. Conducted staff surveys, reviewed the previous strategic plan, and created a new one for 2023/24. 2. Gained new information from GWC about enhancing an organisation for recreational activities. 3. Developed a clear vision and strategy for the next three years. 	<ol style="list-style-type: none"> 1. A significant client transformation from being bedridden to becoming an employee of the organisation. 2. Over 50 individuals with high support needs continue to lead a quality life in the Mackay region, underscoring the enhanced well-being and support provided to the community's most vulnerable members.

Activity	Local Government Area	Date	Output	Outcome	Impact
<p>Girudala Community Cooperative Support with organisational change</p>	<p>Whitsunday Regional Council</p>	<p>March to June 2023</p>	<ol style="list-style-type: none"> 1. Provided support for HR and Governance matters through a change process. 2. Successfully recruited, interviewed, and hired a new General Manager 	<ol style="list-style-type: none"> 1. During a change process, GWC ensured that the organisation maintained its operational efficiency. 2. Secured the continuation of a bulk billing centre in Bowen and First Nations Co-Op for an additional 50 years. 	<ol style="list-style-type: none"> 1. The organisation's strengthened governance and HR practices led to improved professional standing in the community. 2. The long-term agreement ensures sustained access to essential health services and support for the community, showcasing a significant impact on healthcare availability and community welfare.
<p>Hinterland Community Governance Support and Information Sessions</p>	<p>Isaac Regional Council</p>	<p>2021</p>	<ol style="list-style-type: none"> 3. Facilitated governance information sessions and provided governance support. 4. Facilitated Strategic Planning sessions. 	<ol style="list-style-type: none"> 1. Achieved continuity in board membership, ensuring stable leadership and governance 	<ol style="list-style-type: none"> 1. Enhanced effectiveness and efficiency of support by leveraging local resources, thereby also reducing environmental impact through localized operations.

Recommendations for improvement and strategic actions based on Stakeholder Feedback

Recommendations from Stakeholders	Strategic Actions	Achieved	In-Progress	Planned
Establish the Greater Whitsunday Region Housing Alliance	Form a Housing Alliance to drive activity against Playbook recommendations and the Summit Action Plan.	GWC Board stood up a standing committee called the Greater Whitsunday Housing Alliance Committee.		
	Develop a Housing Alliance Project with Terms of Reference, with clear scope, deliverables linked to the Playbook and Action Plan, and timelines.	Project ToR; seeking funding for deliverables.	Dependent on further funding	
Bring social and affordable housing supply forward	Tier 1 CHPs submit applications for the region in all State and Federal Government funding program rounds.	Applications in State Government HIF and Quickstarts Round 1 and Quickstarts Round 2. Applications in Federal Government HAFF.	Building pipeline of applications for future funding rounds.	Continued investigations into land availability and potential partnership opportunities.
Bring key worker accommodation solutions forward.	Facilitate collaborative employer interest in a number of build to rent solutions and attract developer interest in building the solutions co-designed with employers.	Mackay Airport accommodation precinct co-design workshop. EOI in workers' accommodation lodge.	Secure core tenants. Seek developer interest.	

Recommendations from Stakeholders	Strategic Actions	Achieved	In-Progress	Planned
Grassroots Community Engagement				
Health and Community Days in Under-served Areas	Needs Assessment: Conduct a needs assessment to understand the specific challenges and opportunities in rural and older communities.		Clermont Health and Community Day planned for May 2024	Needs assessment dependant on ongoing core-funding
Enhanced Support for Rural and Regional Communities	Service Connection Strategy: Develop a strategy for connecting these communities with essential services, leveraging technology and mobile service delivery models.			Dependant on ongoing core funding
Community Development and social infrastructure support	Capability Development Programs: Offer workshops and training sessions focused on building local governance, leadership, and cultural competencies.	Achieved as part of Business as Usual		Further programs dependant on ongoing core funding
	Collaborative Planning: Work with local councils to develop and implement liveability plans that enhance community engagement and wellbeing.			Dependant on ongoing core funding - Conversations held with Regional Peak Bodies
Resource Allocation for Community Organisations	Data Access: Make region-specific social and economic data available to community organisations for planning and advocacy.			Dependant on ongoing core funding -
	Co-design Workshops: Organise workshops and sessions to facilitate the co-design of community programs, ensuring alignment with community needs.	Achieved as part of Business as Usual		Further workshops dependant on core funding

What would communities across the Greater Whitsunday region like to see from GWC?

1. Rural and regional support.
2. Bloomsbury, Laguna, and Midge Point are older retirement communities with lower socioeconomic groups. They are located far from Mackay. How does GWC advocate for and connect services to these communities?
3. Management, Governance, Leadership and Cultural capability development.
4. Free assistance for Community Development projects directly related to our service and service work.
5. Work with Whitsunday Regional Council to develop a Liveability Plan that builds community engagement with place-based activities that enhance personal wellbeing.
6. More focus on the elderly in the local community.

When asked what other resources would improve their not-for-profit organisation, people said:

1. Regionally specific, evidence-based, social-insight data would be useful to complement economic business cases.
2. More access to GWC staff to tap into their expertise in all community development related support.
3. Grant writing and funding opportunities.
4. Joint Engagement Sessions: Organize joint workshops and engagement sessions to explore dutiful ways to involve community life in co design processes. This can help gather additional insights, address concerns, and foster a sense of ownership among the residents.
5. Development & Implementation: Collaborate on the development and implementation of community programs based on the findings of the social impact report. This may include initiatives related to education, healthcare, employment, or other identified areas requiring improvement.
6. Resource Allocation & Funding Support: Work together to allocate resources and secure funding for specific projects or initiatives that align with the social impact report's recommendations. This could involve leveraging the not-for-profit organisation's expertise in grant applications and project management.
7. Impact Monitoring and Outcomes Evaluation: Establish a joint monitoring and evaluation framework to track the progress and impact of implemented initiatives. Regular assessments will help both the council and the not-for-profit organisation measure the effectiveness of their collaborative efforts and adjust as needed.

Other Community and Stakeholder feedback

1. Create something in place of local newspaper in Bowen (to share info).
2. Revise electronic directories and how they are shared as not shared well.
3. GWC to facilitate coming together of people around TAFE Health services and pipeline of workers.
4. Housing support services available in the region published on GWC web page. Information to include:
 - a. Menu
 - b. Audit of services
 - c. Register of Services
 - d. **Here's where they are.**
 - e. **Here's how you can tap into them. E.g. Q Shelter Hub**
 - f. Amplify this complex case.
 - g. GWC to move beyond observer in housing and agent to an Ideas Bank that could quickly bring people together and **act**.
 - h. Clearly Articulate the Housing Framework
5. What is GWC's cause?
6. GWC must reflecting on community behaviour change and refine their implementation of work to meet the change
7. Translate between community services and other entities.
8. Businesses need to understand the needs, wants, and aspirations of youth in order to engage with them.
9. **GWC should create a social infrastructure register and define:**
 - a. What we have?
 - b. What condition the social assets are in?
 - c. When do they need to be replaced?
 - d. What is needed in terms of Housing, telecoms, digital **connectivity and transport?**
10. Develop a framework to determine projects that address gaps, aligned with Infrastructure Australia.
11. Let's make housing meetings more action-oriented instead of just presenting data and insights.
12. Collate feedback from Isaac's youth by running a consultation program in 7 key areas, leading to a youth summit.

Conclusion

GWC has made significant progress in addressing critical liveability issues in the Greater Whitsunday region. They have achieved this through a focused and impactful approach to social development. By collaborating with partners, GWC has facilitated innovative solutions, supported the growth of the not-for-profit sector, and helped these organisations to be strategic in delivering their essential services. Their initiatives have empowered individuals and organisations, promoted sustainable practices and made a significant impact on the social sector. The Mackay, Isaac, and Whitsunday regions have achieved an estimated Social Return on Investment (SROI) ratio of \$3.70 for every dollar invested. GWC's strategic and holistic approach to community development has laid a strong foundation for long-term resilience and prosperity. This demonstrates the power of community-led, place based initiatives in driving meaningful change.

Thank you.

For further information, please contact:

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- National Strategy for Volunteering 2023-2033
- NQPHN Health Needs Assessment (HNA) 2022-24
- Ronald McDonald House Program - [SROI Program Report - Ronald McDonald House](#)
- Supply Nation Certified Suppliers (Sleeping Giant Report) - [Sleeping Giant Report](#)

Appendices

SROI Calculations – Mackay Regional Council

SROI ratio		3.69			
Outputs					
No of Stakeholders		550			
No of Stakeholders		431			
No of Stakeholders		678			
		1659			
Investment					
Stakeholder	Details	Amount			
Mackay Regional Council	Growing regional liveability and community capability	\$ 302,700.00			
Outcome categorisation					
Stakeholder	Outcome name	Outcome description			
Collaborative Partnerships	Synergized Impact: Enhancing Community Development through Collaborative Partnerships	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.			
Community Building Capability	Community Resilience: Embracing Change Collectively	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively			
Regional Voice and Connectedness	Inclusive Regional Dynamics: Building Sustainable Prosperity	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity			
Indicators – total change					
Stakeholder	Outcome	Source	Indicator description	Label	Data
Community Organisations/Community Members	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning and planning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities	Collaborative Prosperity: Enhancing Growth and Livability	28
Community Organisation / Community Members	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	Establish Community Steering Groups, conduct education awareness programs, organise community events, support social enterprise, review and integrate plans, develop project management skills	Community-led projects initiatives, reflecting strengthened social networks and community engagement essential for Community Building Capability	Community Resilience: Embracing Change Collectively	215
Community Organisations/Community Members	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity	Community Network Meeting, Visits to Outlying IRC Localities, Regional Community Forum, Greater Whitsunday Forum, Working Groups and Participation	Community network meetings, visits to localities, regional community forums, and the establishment and support of advisory groups, resulting in strengthened decision-making, social cohesion, economic development, and community resilience	Inclusive Regional Dynamics: Building Sustainable Regional Liveability	67
Indicators – change per stakeholder					
Stakeholder	Outcome	Source	Indicator description	Label	Data
Community Organisations/Community Members	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities	Collaborative Prosperity: Enhancing Growth and Livability	5%

Insert Row		Delete Row(s)		Stakeholder	Outcome name	Total stakeholders affected	Indicator description	Indicator type	Change measurement	Outcome created	Deadweight description	Deadweight type	Deadweight proportion	Displacement proportion	Attribution description	Attribution proportion	Impact created	Financial proxy
Insert Row		Delete Row(s)		Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes.	Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators.	Use this column to specify the total number of stakeholders affected by this outcome.		Use this column to select the type of indicator that you are using.	Use this column to give the total change experienced by the stakeholder.	This column completes automatically. It shows the amount of outcome created.		Use this column to select the type of deadweight that you are using.	Use this column to give the proportion of deadweight, i.e. the proportion of the outcome that would have happened anyway.	Use this column to give the total proportion of the displacement, i.e. the proportion of outcomes that was displaced.	Use this column to give the proportion of attribution that should be given to the project you are evaluating.	This column completes automatically. It shows the impact, i.e. the outcome after deadweight, displacement and attribution are taken into account.	Use this column to enter the financial proxy. Choose the financial proxy's value for one unit of change – as defined by the indicator. For example, if you are measuring numbers of people, make sure the financial proxy represents the value per person. Also ensure the financial proxy is for the time period that you are using. For example, if your time unit for the model is "Year", make sure the financial proxy represents the value per year.	
Outcome 1	Community Organisations/Community Members	Fertilised, vibrant	550	Collaborative partnerships that foster c	Amount of change	0.05090991	28.0	Deadweight/Forti	Proportion of outcome	3%	0%	Collaborative Part	97%	25.8	\$1,955			
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive	451	Building Community Capability	Amount of change	0.09883997	215.0	Deadweight/Vibra	Proportion of outcome	5%	0%	Community Build	97%	198.1	\$2,495			
Outcome 3	Local/State/Federal Governments, Local Business	Enhanced regio	678	Regional Voice and Connectedness	Amount of change	0.09882059	67.0	Deadweight/Enha	Proportion of outcome	5%	0%	Regional Voice a	70%	44.6	\$1,588			

Insert Row		Delete Row(s)		Stakeholder	Outcome name	Indicator name	Total stakeholders affected	Value created	Benefit period	Outcome drop-off type	Outcome drop-off rate	Outcome drop-off	Attribution drop-off type	Attribution drop-off	Attribution drop-off	Percent value per stakeholder	Percent attributable value per stakeholder	Total present value	Total present attributable value	
Insert Row		Delete Row(s)		Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes.	Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators.	Use this column to specify the total number of stakeholders affected by this outcome.	Use this column to specify the value created by the outcome. For example, if the time unit for the model is "Year", make sure the value created represents the value per year.	Use this column to specify the benefit period of the outcome. For example, if the time unit for the model is "Year", make sure the benefit period represents the number of years.	Use this column to select the type of indicator that you are using.	Use this column to give the total change experienced by the stakeholder.	This column completes automatically. It shows the amount of outcome created.	Use this column to select the type of deadweight that you are using.	Use this column to give the proportion of deadweight, i.e. the proportion of the outcome that would have happened anyway.	Use this column to give the total proportion of the displacement, i.e. the proportion of outcomes that was displaced.	Use this column to give the proportion of attribution that should be given to the project you are evaluating.	This column completes automatically. It shows the impact, i.e. the outcome after deadweight, displacement and attribution are taken into account.	Use this column to enter the financial proxy. Choose the financial proxy's value for one unit of change – as defined by the indicator. For example, if you are measuring numbers of people, make sure the financial proxy represents the value per person. Also ensure the financial proxy is for the time period that you are using. For example, if your time unit for the model is "Year", make sure the financial proxy represents the value per year.			
Outcome 1	Community Organisations/Community Members	Fertilised, vibrant	550	Collaborative Prosperity Enhancing	2	\$50,852	2	Percentage outcome drop off per time unit of original amount	3%	3%	Percentage attribution drop off per time unit of original at	5%	5%	Fertilised, vibrant	97%	\$88	\$36,079	\$1,812		
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive	451	Community Resilience Embracing C	2	\$424,296	2	Percentage outcome drop off per time unit of original amount	5%	5%	Percentage attribution drop off per time unit of original at	5%	5%	Vibrant, cohesive	97%	\$2,091	\$2,075	\$344,263	\$294,021	
Outcome 3	Local/State/Federal Governments, Local Business	Enhanced regio	678	Inclusive Regional Optimism, Building	2	\$70,873	2	Percentage outcome drop off per time unit of original amount	3%	3%	Percentage attribution drop off per time unit of original at	3%	3%	Enhanced regio	70%	\$275	\$193,479	\$150,627		
																Total	\$3,646	\$2,433	\$220,761	\$138,069
																Attribution	\$258	\$258	\$36,079	\$1,812
																NPV Ratio	0.071	0.071	0.071	0.071

SROI Calculations – Isaac Regional Council

Calculate Sensitivity		Update Sensitivity		Regional Forum, Working Groups and Participation	
SROI ratio				3.57	
Outputs					
Collaborative Partnerships				397	
Community Building Capability				283	
Regional Voice and Connectedness				610	
				1290	
Investment					
Stakeholder	Details			Amount	
Isaac Regional Council	Growing regional liveability and community c	\$		242,160.00	
Outcome categorisation					
Stakeholder	Outcome name	Outcome description			
Collaborative Partnerships	Synergized Impact: Enhancing Community Development through Collaborative Partnerships	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.			
Community Building Capability	Community Resilience: Embracing Change Collectively	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively			
Regional Voice and Connectedness	Inclusive Regional Dynamics: Building Sustainable Prosperity	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity			
Indicators - total change					
Stakeholder	Outcome	Source	Indicator description	Label	Data
Community Organisations/Community Members	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning and planning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities.	Collaborative Prosperity: Enhancing Growth and Livability	39
Community Organisation / Community Members	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	Establish Community Steering Groups, conduct education awareness programs, organise community events, support social enterprise, review and integrate plans, develop project management skills	Community-led projects initiatives, reflecting strengthened social networks and community engagement essential for Community Building Capability	Community Resilience: Embracing Change Collectively	140
Community Organisations/Community Members	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for	Community Network Meeting, Visits to Outlying IRC Localities, Regional Community Forum, Greater Whitsunday Forum, Working Groups and Participation	Community network meetings, visits to localities, regional community forums, and the establishment and support of advisory groups, resulting in strengthened decision-making, social cohesion, economic development, and community resilience	Inclusive Regional Dynamics: Building Sustainable Regional Livability	61

Insert Row		Delete Row(s)															
Stakeholder	Outcome name	Indicator name	Total stakeholders affected	Indicator type	Change measurement	Scale conversion required?	Outcome created	Deadweight description	Deadweight type	Deadweight proportion	Displacement description	Displacement type	Displacement proportion	Attribution description	Attribution proportion	Impact created	Financial proxy
Community Organisations/Community Members	Fortified, vibrant	Collaborative Prosperity: Enhancing G	397	Amount of change	\$ 03822670 %	No	397	Deadweight Fortified	Proportion of outcome	5%	Collaborative Part	No displacement	3%	Collaborative Part	37%	35%	£2,142
Community Organisations/Community Members	Vibrant, cohesive	Community Resilience: Embracing Cha	203	Amount of change	\$ 43482985 %	No	160	Deadweight Vibrant	Proportion of outcome	5%	Community Build	No displacement	3%	Community Build	30%	18.7	£3,005
Local/State/Federal Governments, Local Business, Local Communi	Enhanced region	Inclusive Regional Dynamics: Building	610	Amount of change	0.15%	No	610	Deadweight Enhanced	Proportion of outcome	5%	Regional Voice at	No displacement	3%	Regional Voice at	93%	29%	£1,394

Insert Row		Delete Row(s)															
Stakeholder	Outcome name	Value created	Benefit period	Outcome drop-off type	Outcome drop-off rate	Outcome drop-off	Attribution drop-off type	Attribution drop-off	Present value per stakeholder	Total present value	Total present attributable value						
Community Organisations/Community Members	Fortified, vibrant	£76,977	2	Percentage outcome drop off per time unit of original amount	5%	3%	Percentage attribution drop off per time unit of original amount	5%	Fortified, vibrant	£370	£147,052	£133,227					
Community Organisations/Community Members	Vibrant, cohesive	£359,668	2	Percentage outcome drop off per time unit of original amount	5%	5%	Percentage attribution drop off per time unit of original amount	5%	Vibrant, cohesive	£2,817	£740,524	£650,523					
Local/State/Federal Governments, Local Business, Local Communi	Enhanced region	£40,391	2	Percentage outcome drop off per time unit of original amount	3%	3%	Percentage attribution drop off per time unit of original amount	3%	Enhanced region	£248	£151,577	£74,686					
									Total Investment	£3,236	£1,033,153	£864,436					
									SROI Ratio			3.0					

SROI Calculations – Whitsunday Regional Council

Calculate Sensitivity		Update Sensitivity		Regional Forum, Working Groups and Participation	
SROI ratio		3.86			
Outputs					
No of Stakeholders		460			
No of Stakeholders		288			
No of Stakeholders		711		302700	MRC
		1453		242160	IRC
Investment					
Stakeholder	Details	Amount			
Whitsunday Regional Council	Growing regional liveability and community capability	\$ 161,440.00		161200	WRCS
				706060	
Outcome categorisation					
Stakeholder	Outcome name	Outcome description			
Collaborative Partnerships	Synergized Impact: Enhancing Community Development through Collaborative Partnerships	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.			
Community Building Capability	Community Resilience: Embracing Change Collectively	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	80000		
Regional Voice and Connectedness	Inclusive Regional Dynamics: Building Sustainable Prosperity	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity	81440		161440
Indicators – total change					
Stakeholder	Outcome	Source	Indicator description	Label	Data
Community Organisations/Community Member	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning and planning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities	Collaborative Prosperity: Enhancing Growth and Livability	46
Community Organisation / Community Members	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	Establish Community Steering Groups, conduct education awareness programs, organise community events, support social enterprise, review and integrate plans, develop project management skills	Community-led projects initiatives, reflecting strengthened social networks and community engagement essential for Community Building Capability	Community Resilience: Embracing Change Collectively	140
Community Organisations/Community Member	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity	Community Network Meeting, Visits to Outlying IRC Localities, Regional Community Forum, Greater Whitsunday Forum, Working Groups and Participation	Community network meetings, visits to localities, regional community forums, and the establishment and support of advisory groups, resulting in strengthened decision-making, social cohesion, economic development, and community resilience	Inclusive Regional Dynamics: Building Sustainable Regional Liveability	71
Indicators – change per stakeholder					
Stakeholder	Outcome	Source	Indicator description	Label	Data
Community Organisations/Community Member	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning and planning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities	Collaborative Prosperity: Enhancing Growth and Livability	10%
Community Organisations/Community Members	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	Establish Community Steering Groups, conduct education awareness programs, organise community events, support social enterprise, review and integrate plans, develop project management skills	Community-led projects initiatives, reflecting strengthened social networks and community engagement essential for Community Building Capability	Community Resilience: Embracing Change Collectively	49%

	Stakeholder	Outcome name	Indicator name	Total stakeholders affected	Indicator type	Change measurement	Outcome created	Deadweight description	Deadweight type	Deadweight proportion	Displacement description	Displacement type	Attribution description	Attribution proportion	Impact created	Financial price	
Instruction	Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes.	Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators.	Use this column to name the indicator.	Use this column to specify the total number of stakeholders affected by this outcome.	Use this column to select the type of indicator that you are using.	Use this column to give the total change experienced by the stakeholder.	This column completes automatically. It shows the amount of outcome created.		Use this column to select the type of deadweight that you are using.	Use this column to give the proportion of deadweight, i.e. the proportion of the outcome that would have happened anyway.		Use this column to specify the type of displacement you are using.		Use this column to give the proportion of attribution that should be given to the project you are evaluating.	This column completes automatically. It shows the impact, i.e. the outcome after deadweight, displacement and attribution are taken into account.	indicator. For example, if you are measuring numbers of people, make sure the financial price represents the value per person. Also ensure the financial price is for the time period that you are using. For example, if your time unit for the model is "year", make sure the financial price represents the value per year.	
Outcome 1	Community Organisations/Community Members	Fortified, vibrant	Collaborative Prosperity: Enhancing G	460	Amount of change	0.1	46.0	Deadweight: Forti	Proportion of outcome	3%	Collaborative P	No displacement	Collaborative Pa	97%	43.4	£1,251	
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive	Community Resilience: Embracing Cha	288	Amount of change	0.4861111111	140.0	Deadweight: Vibra	Proportion of outcome	3%	Community Buil	No displacement	Community Buil	97%	129.0	£3,997	
Outcome 3	Local/State/Federal Governments, Local Busi	Enhanced regio	Inclusive Regional Dynamics: Buildin	711	Amount of change	0.094659553	71.0	Deadweight: Enha	Proportion of outcome	3%	Regional Voice	No displacement	Regional Voice	60%	40.5	£809	

	Stakeholder	Outcome name	Value created	Benefit period	Outcome drop-off type	Outcome drop-off rate	Outcome drop off	Attribution drop-off type	Attribution drop off	Present value per stakeholder	Present attributable value per stakeholder	Total present value	Total present attributable value
Instruction	Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes.	Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators.	This column completes automatically. It shows the value created, i.e. the impact multiplied by the financial price.	Use this column to enter the benefit period of the outcome. Ensure the benefit period is for the same time unit as your model. For example, if the time unit for the model is "1 year", give the benefit period in number of years.	Use this column to choose the outcome drop-off type. If you want to enter one drop-off figure that the model will apply every year, then choose either 1) "Percentage outcome drop off per time unit of original amount" or 2) "Percentage outcome drop off per time unit of previous amount". If you were to choose 1) and then enter 20% in column AK, then the outcome would be 80% OF THE ORIGINAL OUTCOME LEVEL (as shown in column AE) in time period 1, 60% in time period 2, 40% in time period 3, etc. If you were to choose 2) and then enter 20% in column AK, then the outcome would be 100% of the original outcome level in time period 1, 80% in time period 2, 60% in time period 3, 40% in time period 4, etc. Choose "Percentage of outcome remaining for each time unit" if you want to enter the drop-off level for each time period manually.		Use this column to enter the amount to which the outcome drop off over time (unless you have chosen "Percentage of outcome remaining for each time unit" in column AJ).	Use this column to choose the attribution drop-off type. If you want to enter one attribution drop-off figure that the model will apply for every time period, then choose either 1) "Percentage attribution drop off per time unit of original amount" or 2) "Percentage attribution drop off per time unit of previous time unit's amount". If you were to choose 1) and then enter 20% in column BI, then the attribution would be 80% OF THE ORIGINAL ATTRIBUTION LEVEL (shown in column AD) in time period 1, 60% in time period 2, 40% in time period 3, etc. If you were to choose 2) and then enter 20% in column BI, then the attribution would be 100% in time period 1, 80% in time period 2, 60% in time period 3, 40% in time period 4, etc. Choose "Percentage of outcome remaining for each time unit" if you want to enter the drop-off level for each time period manually.		These columns summarise the results for the outcome given.			
Outcome 1	Community Organisations/Community Members	Fortified, vibrant	£33,008	2	Percentage outcome drop off per time unit of original amount	5%	5%	Percentage attribution drop off per time unit of original amount	5%	£220	£208	£101,263	£95,874
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive	£257,676	2	Percentage outcome drop off per time unit of original amount	5%	3%	Percentage attribution drop off per time unit of original amount	5%	£1,708	£1,818	£492,248	£466,055
Outcome 3	Local/State/Federal Governments, Local Busi	Enhanced regio	£32,742	2	Percentage outcome drop off per time unit of original amount	3%	3%	Percentage attribution drop off per time unit of original amount	3%	£144	£85	£100,393	£60,542
										£2,073	£1,912	£995,901	£822,488
												£161,640	£161,640
													3.9

SROI Calculations – Whole of Region

Calculate Sensitivity		Update Sensitivity		Regional Forum Working Groups and Participation							
SROI ratio		3.79									
Outputs		Measure	Value	Weight	Whitsundays						
Collaborative Partnerships		1407	530	387	480						
Community Building Capability		1002	431	283	388						
Regional Voice and Connectedness		1999	676	610	711						
Investment		4400									
Stakeholder		Details	Amount								
Isaac Regional Council		Growing regional livability and community capacity	5	706,160.00							
Outcome categorisation											
Stakeholder	Outcome name	Outcome description									
Collaborative Partnerships	Synergised Impact: Enhancing Community Development through Collaborative Partnerships	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.									
Community Building Capability	Community Resilience: Embracing Change Collectively	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively									
Regional Voice and Connectedness	Inclusive Regional Dynamics: Building Sustainable Prosperity	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity									
Indicators - total change											
Stakeholder	Outcome	Source	Indicator description	Label	Data	MRC	IRC	WRC			
Community Organizations/Community Members	Fortified, vibrant community where enhanced social cohesion and economic opportunities improve regional livability, culminating in ongoing economic growth.	Strategic and Business planning, secure seed funding, establish and support advisory groups, program and project development, seek and apply for grants, engage in community visioning and planning	Collaborative partnerships that foster community resilience and social adaptive capacity, reflecting the Isaac Regional Council's commitment to fostering connected, inclusive, and thriving communities	Collaborative Prosperity: Enhancing Growth and Livability	113						
Community Organization / Community Members	Vibrant, cohesive community with strengthened social networks, increased civic engagement, and improved capacity to address and adapt to challenges collectively	Establish Community Steering Groups, conduct education awareness programs, organize community events, support social enterprises, review and integrate plans, develop project management skills	Community-led projects initiatives, reflecting strengthened social networks and community engagement essential for Community Building Capability	Community Resilience: Embracing Change Collectively	495	30	39	46	181400		
Community Organizations/Community Members	Enhanced regional voice and connectivity lead to dynamic, inclusive communities, driving social welfare, economic opportunity, and quality of life for sustainable prosperity	Community Network Meeting, visits to Outlying IRC Localities, Regional Community Forum, Greater Whitsunday Forum, Working Groups and Participation	Community network meetings, visits to localities, regional community forums, and the establishment and support of advisory groups, resulting in strengthened decision-making, social cohesion, economic development, and community resilience	Inclusive Regional Dynamics: Building Sustainable Regional Livability	199	215	140	140	242160		
						67	81	71	302700		
									706160		

Insert Row		Delete Row(s)		Stakeholder	Outcome name	Deadweight proportion	Displacement description	Displacement type	Amount of displacement	Displacement proportion	Attribution description	Attribution proportion	Impact created	Financial proxy
Instructions		Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes		Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators		Use this column to give the proportion of deadweight, i.e. the proportion of the outcome that would have happened anyway		Use this column to specify the type of displacement you are using	Use this column to give the total quantity of the displacement, i.e. the amount of outcomes that was displaced	Use this column to give the total proportion of the displacement, i.e. the proportion of outcomes that was displaced		Use this column to give the proportion of attribution that should be given to the project you are evaluating	This column completely shows the impact, i.e. the outcome after deadweight, displacement and attribution are taken into account	Use this column to enter the financial proxy. Ensure the financial proxy is a value for some unit of change – as defined by the indicator. For example, if you are measuring numbers of people, make sure the financial proxy represents the value per person. Also ensure the financial proxy is for the 'some units' that you are using. For example, if your time unit for the model is "1 year", make sure the financial proxy represents the value per year
Outcome 1	Community Organisations/Community Members	Fortified, vibrant community where	5%	Collaborative Pa	No displacement		0%	Collaborative Pa	97%	104.1	£1,778			
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive community with	5%	Community Build	No displacement		0%	Community Build	90%	423.2	£2,496			
Outcome 3	Local/State/Federal Governments, Local Business, Local Community Org	Enhanced regional voice and conn	5%	Regional Voice	No displacement		0%	Regional Voice &	67%	126.7	£1,290			

Insert Row		Delete Row(s)		Stakeholder	Outcome name	Outcome drop-off rate	Outcome drop-off	Attribution drop-off type	Attribution drop-off	Attribution drop-off	Total present attributable value
Instructions		Use this column to name the stakeholder. If a stakeholder has more than one outcome, enter the stakeholder name in this column for each of the outcomes		Use this column to give the name of the outcome. If you are using more than one indicator for an outcome, enter the outcome name in this column for each of the indicators		Use this column to enter the extent to which the outcome drops off over time (unless you have chosen "Percentage of outcome remaining for each time unit" in column A1)		Use this column to choose the attribution drop-off type. If you want to enter one attribution drop-off figure that the model will apply for every time period, then choose either 1) "Percentage attribution drop off per time unit of original amount" or 2) "Percentage attribution drop off per time unit of previous time unit" amount. If you were to choose 1) and then enter 20% in column B1, then the attribution would be 100% OF THE ORIGINAL ATTRIBUTION LEVEL [column A3] in time period 1, 80% in time period 2, 60% in time period 3, 40% in time period 4, etc. If you were to choose 2) and then enter 20% in column B2, then the attribution would be 100% in time period 1, 80% in time period 2, 64% in time period 3, 51% in time period 4, etc. Choose "Percentage of outcome remaining for each time unit" if you want to enter the drop-off level for each time period manually	Use this column to enter the extent to which the attribution drops off over time (unless you have chosen "Percentage of attribution remaining for each time unit" in column B3)		These columns summarize the results for the outcomes given
Outcome 1	Community Organisations/Community Members	Fortified, vibrant community where	5%	5%	Percentage attribution drop off per time unit of original amount	5%	5%	Fortified, vibrant	£352,143		
Outcome 2	Community Organisations/Community Members	Vibrant, cohesive community with	5%	5%	Percentage attribution drop off per time unit of original amount	5%	5%	Vibrant, cohesive	£2,009,787		
Outcome 3	Local/State/Federal Governments, Local Business, Local Community Organisations	Enhanced regional voice and conn	3%	3%	Percentage attribution drop off per time unit of original amount	3%	3%	Enhanced region	£317,859		
										Total	£2,679,790
										Investment	£706,260
										ROI Ratio	3.8