

Department of **Communities**  
safe, valued and empowered communities

# Community Capacity Building Toolkit for Rural and Regional Communities

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## Community Capacity Building Online Toolkit

### Introduction

Welcome to the *Get involved* community capacity building toolkit. This toolkit aims to support rural and regional Queenslanders as they work towards increasingly sustainable, liveable and prosperous rural communities.

The toolkit provides practical, easy to read information and resources that will be useful whether you are a community development worker, a state or local government officer working with communities, or an individual with a passion for a project that will benefit your community.

The toolkit includes many suggestions for effective ways to work with communities, links to extra resources, funding sources, tips on helpful contacts, and stories from people who have worked together to improve their community in both large and small ways. Most of the material has been drawn from Australian research and experiences, although there are also links to particularly useful international resources.

The toolkit has been developed by the Queensland Department of Communities in response to conversations with people in rural and regional communities through the [Blueprint for the Bush](#). It also has links with the [Strengthening NGOs](#) project, particularly the [Community Door](#) website — a 'one-stop shop' for information, tools and resources to support community-based organisations in Queensland.

## Building strong local communities

Strong local communities depend on infrastructure and services such as adequate roads, telephone, health services and transport. They also need enthusiastic and motivated people, community organisations that work well, a long term 'vision' for the community and a strong focus on practical action to achieve the vision.

Commonly accepted keys to success are:

- Having local people who are willing to 'drive' action
- Developing 'allies' — people or organisations that can help
- Using the existing assets of the community
- Having a small visible success within six months
- Having access to some resources
- Celebrating successes.

### An example of a community that is working together to build its strengths

#### — Mitchell —

The Booringa Shire Council and local community groups worked together to develop and conduct a series of activities to revitalise the town, including:

- a 'Futuresearch' workshop
- the establishment of the Booringa Action Group
- the employment of a community developer by the Council.

Mitchell has actively marketed itself as the 'Gateway to the Outback'. The Shire Hall was redeveloped as the Great Artesian Spa — a major tourist facility. This went hand in hand with the expansion of the caravan park.

Workshops were held to generate ideas about activities that would attract businesses to Mitchell, as well as stimulating the development of innovative products such as bottled artesian water. Artwork was incorporated into the town's streetscape, supported by the [Regional Arts Development Fund](#).

These activities have not only improved the infrastructure and economy of the town, but the local effort has also built the networks, leadership and organisation of the community.

### **Extra resources**

- The Global Development Research Center has gathered a range of [definitions and descriptions of building strong communities](#).
- Research has suggested that communities that are successful in supporting healthy, sustainable community and economic development pay attention to seven types of capital: natural, cultural, human, social, political, financial and built. More details of the 'Community Capitals Framework' can be found at [this site](#).
- Michael Woolcock writes about '[The Place of Social Capital in Understanding Social and Economic Outcomes](#)'.
- The report [Innovation in rural Queensland: Why some towns prosper while others languish](#) identifies some characteristics that tend to differentiate more innovative towns from less innovative towns, and provides some key recommendations
- '[Marvel at Mitchell](#)' is a travel article promoting Mitchell's Great Artesian Spa.

## Using your community's strengths

It's easy to see the needs or 'gaps' in your community and to focus on meeting needs with extra money and resources. 'Filling the gaps' is very important, but many people overlook the strengths that already exist in their local community. To use a well known metaphor, they see the glass as half empty rather than half full.

For example, many rural communities struggle to provide adequate services for an ageing population. This is a very real need, but often older people are seen only as recipients of services, rather than skilled, experienced and motivated community members.

Researchers such as [Kretzmann and McKnight](#) suggest that outside resources such as grants will be much more effectively used if the local community is actively engaged in using existing skills, abilities and resources to build on their strengths as well as address their problems. This is the basis of the 'asset based' approach to community development.

Many community strengths are not immediately obvious, and it takes some creativity to discover what skills and abilities are available in the community, and how they might be used.

Strengths and resources that are often 'hidden' in communities include:

- the skills and talents of individual people
- the resources offered by local associations and organisations
- the resources offered by institutions such as major employers, schools, and the council
- land, property, buildings, parks or the environment
- local businesses or industries
- the arts, culture and heritage of the community.

### **Extra resources**

- A starting point for information about asset-based approaches is the [communitybuilders.nsw](http://communitybuilders.nsw) website and the US-based [Asset-Based Community Development Institute](#).
- A key resource in this area is Kretzmann J.P. and J.L. McKnight. 1993. *Building Communities from the Inside Out — A Path Towards Finding and Mobilising a Community's Assets*. Chicago: Center for Urban Affairs and Policy Research, Northwestern University.

## Making local connections

Engaging and involving a broad range of community members in your community development activity is crucial to its success. Researchers such as [Kilpatrick and Falk](#), among many others, have noted the importance of involving people from the beginning of a project in determining objectives and identifying priorities and actions.

Have a range of opportunities available for people to be involved in ways that are convenient and appropriate for them. Often particular effort is required to help 'hard to reach' groups and 'silent voices' to be involved. Some ways in which you might achieve this include:

- Identify the different groups in the community and the 'hubs' around which people gather. For example, the local school is often an important 'hub' to make contact with parents and families.

- Ask people how they might want to be involved
- Explore different ways that people could be involved, other than meetings
- Think about factors that might inhibit people's involvement, and try out activities and strategies that would overcome those factors.
- Make activities fun, social and family-friendly
- Support people who are the 'drivers' of community work
- Offer invitations for people to be involved for a short time or for a particular task
- Remember that when you develop expectations in the community you have six months within which to have at least one small success
- Celebrate and promote small successes

#### **Extra resources**

- A [range of publications](#) by Sue Kilpatrick and Ian Falk, with other authors, are archived at the Centre for Research and Learning in Regional Australia website.
- See the section on **Connecting with your Community** for more information about community engagement.

### Identifying opportunities

Community action often comes out of responding to a crisis — the school is threatened with closure, the bank leaves town etc.

While this is very important, good long term planning and prioritisation is also needed to ensure that limited resources and time will make the most difference. It will also help you to link to organisations that can help.

It is important to identify opportunities that will make the most difference in the community and that people have motivation for. There are three main ways to identify opportunities.

#### 1. Link to Existing Plans

There is often a range of existing plans and priorities in the community. For example, many local governments have involved community members in developing a social plan, an economic development plan, a sport and recreation strategy or a plan for the environment. In many regions there is also a broader regional plan for community improvement.

#### 2. Developing Community Priorities

Activities such as community workshops allow community members to explore issues and opportunities, identify priorities and agree on achievable actions.

#### 3. Specific opportunities

Particular opportunities may emerge that reflect local concerns or issues, such as the expansion of local tourism, main street improvement or community crime prevention. These sometimes pressing issues can be a vehicle to motivate people, and provide opportunities to leverage community skills and resources for broader benefit.

#### **Extra resources**

- See the section on **Maintaining the momentum** for more information about motivation.
- The [communitybuilders.nsw](http://communitybuilders.nsw) website lists some other ways to pick up and create new opportunities.

## Effective community organisations

A recent review of the literature about 'strengthening communities' by [Ryan and Burke \(2005\)](#) recognises that community organisations play a critical role in strengthening communities. They do this by enabling those who are vulnerable in some way to participate more fully in their community.

Building effective community organisations involves paying attention to both the tasks of the group and the relationships involved in the functioning of the group itself. 'Task' functions include setting directions, agreeing on priorities, accessing resources, and conducting activities. The development and maintenance of the group itself involves people being valued, trusting each other, collaborating, and accommodating differing opinions and styles.

Things you can do to support the effectiveness of your organisation include:

- Develop an atmosphere of open communication and acceptance of difference views
- Consider rotating committee positions
- Have 'bring a friend' events
- Limit the term of office bearers
- Have mentoring arrangements and procedures for succession
- Offer training and development
- Create opportunities for people to take on new roles
- Encourage long term leaders to 'groom' successors
- Celebrate successes, large and small
- Reaffirm the mission of the group
- Have team building exercises

### **Extra resources**

- Ryan, R. and Burke, S. (2005) [Literature Review — LCSA: Strengthening Communities Project](#). Elton Consulting.
- The [Community Door](#) website is a 'one-stop shop' for information, tools and resources to support community-based organisations in Queensland. It is an initiative of the Queensland Government Strengthening NGOs project.
- The New Zealand '[Community Resource Kit — How to Guides](#)' include resources for setting up and running community organisations and projects. They introduce the different types of plan and includes planning tools and templates.
- Case studies of four of the successful applicants to the Building Rural Links program can be found in the [Bush e-Telegraph](#). The [Building Rural Links](#) initiative aims to help community organisations develop strong partnerships, and is a key component of the Blueprint for the Bush.

## Community leadership

Leadership is a crucial part of fostering strong communities. Leadership helps community members to set directions and priorities, to organise into groups that function well, to maintain enthusiasm and purpose and to put action on-the-ground.

Traditionally, we think of an individual leader with 'followers'. This kind of leader:

- establishes direction and vision
- encourages and supports others
- is inspiring and motivating
- has passion, enthusiasm and commitment
- can bring people and resources together to make things happen on the-ground.

We certainly need these kinds of leaders. However, these personal characteristics can also be shared collectively between people in a community. For example, groups and whole communities can develop vision and direction, enthusiasm and passion, creativity and implementation. Often this involves helping people to recognise their own leadership qualities such as their vision for their community, their ability to prioritise, and their skills in organising and taking action.

Researchers such as Considine (2004) note that 'distributed' leadership, or leadership that makes use of the different kinds of expertise offered by a range of community members, is a key dimension of community strengthening. [Falk and Mulford \(2001\)](#) also explored different types of leadership, ranging from 'autocratic' (full control) through to 'enabling' (encouraging and supporting).

### **Extra resources**

- Mark Considine includes leadership in his broader discussion of the role of local government in community strengthening: Considine, M. (2004) [Community Strengthening and the Role of Local Government, A Discussion Paper](#). Local Government Victoria, Victoria.
- Falk, I. & Mulford, B. (2001). 'Enabling leadership: A new community leadership model'. Chapter 24. In I. Falk (Ed.). *Learning to manage change: Developing rural communities for a local-global millennium*. South Australia: NCVET.
- Department of Primary Industries and Fisheries' [Building Rural Leaders](#) program. The website also features some [comments from past participants](#) in the program.

## Community brokerage

Community brokers (or facilitators) work with communities to help identify and develop local strategies to build more sustainable communities. Their role is to facilitate local community coordination and support community members taking practical action on local issues.

Ideally, community brokers are skilled community members, or perhaps a staff member of a local organisation such as:

- local government;
- a state government employee such as the Department of Communities' [Rural and Regional Communities Officers](#) or the Department of Primary Industries and Fisheries' [regional officers](#); or
- a regional development organisation, Chamber of Commerce or not-for-profit organisation.

However, sometimes community brokers need to be engaged from other places.

If you are planning to engage a community broker, it's important to ensure that he/she has the skills your community needs. You might want to ask questions such as:

- Which communities have you worked with previously?
- Who did you work with in that community? (organisations/individuals)
- How do you get to know and build support in a community?
- What kinds of projects have you worked with community members on? What was your role in these projects?
- What external resources and links do you help communities to tap into?

## Community brokerage in action

— Miriam Vale —

Miriam Vale Community Development Inc was formed in June 2000. The group saw the value of approaching a community broker to help guide them through a range of capacity building processes that would support their desire to achieve benefits for their community. These processes included:

- facilitating numerous workshops with local young people, and community members more generally, including Working Towards Success, Belbin, Myers Briggs, Reality Action and Project Planning;
- introducing the group to networking opportunities, including linking small businesses to the Department of State Development regional officers;
- encouraging the group to present their achievements in appropriate forums, such as Positive Rural Futures conferences;
- assisting with successful submissions, in particular funding for the employment of a project coordinator;
- liaising and supporting the community to participate in the Ian Plowman-led 'Innovative Communities' research; and
- providing guidance and facilitation support for the Miriam Vale Community Expo.

### **Extra resources**

- [Rural and regional communities officers \(RRCOs\) are the 'face' of the Blueprint](#) for the Bush in rural Queensland. RRCOs work closely with rural communities and organisations, providing a link between community groups and government and non-government agencies in their region. They are also able to provide information and advice to communities and organisations wishing to apply for grants available through Blueprint for the Bush programs and initiatives. Five of the RRCOs are profiled in the second edition of the [Bush e-Telegraph](#).
- The Department of Primary Industries and Fisheries employs approximately 4000 staff located in offices throughout Queensland, shown on this [map](#). Contact details for the main [regional offices](#) are available on the DPIF site.

## Maintaining the momentum

Community effort often starts with a 'stimulus' — a spark of enthusiasm or the need to deal with a crisis. Projects often grow quickly with a lot of local involvement. Sometimes, after a few weeks or months, activity reaches a plateau and only a relatively small group of 'drivers' continue the effort. Eventually the activity or project will draw to a close, or enthusiasm may dwindle.

Maintaining momentum is very important. Some things that you can do to keep up enthusiasm include:

- Consider what could 'spin off' a completed project or activity
- Focus on small achievable actions
- Celebrate each step
- Support the 'drivers'
- Recognise 'burnout' early and offer people a break
- Have many ways for people to be involved
- Actively invite people to be involved
- Keep a high profile in the media
- Spread 'positive rumours'
- Make things fun and enjoyable.

### **Extra resources**

- Some success stories and very [practical tips for maintaining momentum](#) can be found on the US-based North Central Regional Center for Rural Development website.
- *Developing your Organisation* includes a chapter called '[When Things Go Wrong](#)' that discusses some of the conflicts that can arise in community organisations and disrupt project momentum. It looks at ways of minimising or resolving disputes in a fair and open manner.

### Who can help

A range of organisations can help you and your community.

- Your local government is a very good starting point. Many councils have Community Development Officers who can help you organise and access resources.
- The Queensland [Department of Communities](#) has offices across regional Queensland with staff able to advise and assist.
- Your regional [Area Consultative Committee](#) can provide advice and help you link with federal government support.

Some useful websites are:

[communitybuilders.nsw](http://communitybuilders.nsw)

[Our Community](#)

A Commonwealth [portal](#) to a range of services and information

[Strengthening Communities SA](#)

There are good examples of Australian rural communities improving their situation in the following publications:

- [A Kit for Small Town Renewal](#) by Peter Kenyon and Allan Black in conjunction with Jim Cavaye, John Duff, Michael O'Meara, and Peter Palmer. Rural Industries Research and Development Corporation, 2001.
- *Building Sustainable Communities – A Resource Kit* (2002) Office of Regional Development, Government of South Australia. GPO Box 2862 Adelaide SA 5001

## Building a strong local economy

A vibrant economy is an essential part of maintaining a strong community because it impacts on so many aspects of community life, including the ability to earn a living, develop skills and access training, to attract new residents and businesses to the community, and to access services.

Economic development is far more than producing more products and generating more customers. It involves anticipating change, diversifying industries, value adding, redefining opportunities and challenges, encouraging collaboration and developing organisation and leadership.

Key steps in building a stronger local economy are:

1. Analysing the local economy
2. Considering current and future trends influencing the local economy
3. Developing a clear economic vision
4. Exploring economic opportunities and challenges
5. Developing a broad range of economic development strategies
6. Implementation and evaluation

These steps are based on economic development approaches commonly used in communities in Australia and overseas.

### An example of economic development

#### — Outback Revival —

Outback Revival is a community development organisation which aims to enhance life and economic opportunities in the outback. It was formed after a major community forum in Longreach in response to growing issues and opportunities in western Queensland. Outback Revival works across outback communities, providing support and networking opportunities for individuals and community groups.

Outback Revival has supported groups using innovative approaches to add value to local resources such as the production of high quality furniture and timber products; and organised information technology training for community members. Other activities include value adding to the beef and wool industry, tourism development and input to regional policy.

### **Extra resources**

- Further information on the economic development strategies described in this section can be found in the following key publications:
  - Shaffer, R., Deller, S. and Marcouiller, D. (2004) *Community Economics: Theory and Practice*. Blackwell Publishing.
  - Jensen, R.C. and West, G.R. (2002) *Community Economic Analysis*, Department of Primary Industries, Information Series Q102036.
- [‘Community Economic Development Action Strategies’](#) looks at sustainable economic development action strategies based on a six broad and inter-related approaches to local business, local economy and community capacity building.
- A down-to-earth and useful description of the [community economic development practices](#) that turned around the small Queensland town of Surat.
- An article on [‘Effective economic development —What makes it happen?’](#) suggests that communities evaluate themselves against key ingredients of ‘belief, collaboration, leadership, strategic planning and opportunism’.

## Understanding the local economy

The first step in strengthening the local economy is understanding how it works.

Hustedde, Shaffer and Pulver (2005) describe local economies as being like a barrel with money and goods flowing in the top as well as spilling out. The barrel represents a pool of local resources and economy activity. Money flows into communities through the sale of outputs from the community. Outputs are not just the sale of commodities like wheat or cattle — they can be anything that brings money into the community, such as tourists visiting the community, families from outside the community paying school fees, or retirees or commuters moving into the community.

Like water in the barrel, money circulates within the community. People purchase and sell goods and services to each other within the community. Money and resources leak out of local communities through people spending outside the community, people leaving the community or resources being lost, such as in unemployment or in the decline of natural resources.

Analysing the local economy gives a clear picture of issues such as the extent of leakage, the recirculating of money and the diversity of businesses.

### **Extra resources**

- [‘Strategies for Community Economic Development’](#) by Eric Scorsone is a US-based but user-friendly overview of understanding your local economy.
- Hustedde, R., Shaffer, R. and Pulver, G. (2005) [Community Economic Analysis: A How To Manual](#). North Central Regional Center for Rural Development, Iowa State University.
- Census data or other information such as employment in different industry sectors, household income, and the size of businesses is helpful in analysing the local economy. Data is available from sources such as the [Australian Bureau of Statistics](#) and the Queensland Government [Office of Economic and Statistical Research](#).

## Establishing new businesses

Helping to establish new businesses will build the economic activity of the community. Often there are people who have a fledgling business in their garage or spare room that could get onto ‘Main Street’. There might also be ‘gaps’ in the local business mix that encourage people to leave town to shop elsewhere.

Access to information technology and broadband is very important for developing new businesses that can trade nationally from rural areas. It is also important for the establishment of businesses in the developing ‘knowledge economy’ such as advisors, accountants and consultants.

All new businesses need a level of demand to be viable, and careful business planning and detailed feasibility studies are essential. There is a range of things your community can do to help:

- Develop mentoring schemes for local entrepreneurs
- Establish community investment funds for new business development
- Negotiate the availability of venture capital
- Arrange for sharing of equipment and premises for new business
- Train community members in business skills and access to finance
- Seek information about funding schemes for new business
- Consider a ‘business incubator’ where establishing businesses share premises and equipment

- Make vacant buildings or underutilised resources available for new businesses
- Form a new business group or support network
- Consider existing skills and 'hobbies' that could be turned into a business, such as woodturning or craft.

### **Extra resources**

- Funding for telecommunications infrastructure and skills is available through the Commonwealth Government's \$1.1 billion [Connect Australia](#) funding program for telecommunications in rural and regional areas.
- [Indigenous Business Australia](#) works closely with the private sector and local community groups to foster economic independence among Indigenous Australians.
- Getting Started in Business is a free information session run by the Department of State Development at locations around the state for people thinking about starting a business or beginning to establish one. The session outlines where you can get information to help you think about or start up a new business. A list of [current workshops](#) can be found on the site.
- [Mentoring for Growth \(M4G\)](#) is another free program run by the Department of State Development to assist businesses that are in rapid growth phase or have a high potential for rapid growth.

## **Attracting dollars to the community**

A traditional economic development strategy has been to attract new employers to town. Often tax breaks and incentives have been offered to lure new businesses.

A broader view of this strategy is to consider what brings money into your community. As well as new businesses, it could also be tourism, families paying school fees, commuters, specialist shops, festivals or having a major service that people from outside the community access. These all bring money into the community.

Communities need to explore a wide range of strategies for 'bringing money in'. Some suggestions are:

- Value add, such as adding tourism to farms
- Offer complementary services in order to 'piggyback' on businesses or services that attract customers from outside the community
- Develop 'experience tourism' such as historical walks, train trips etc.
- Identify specific services or businesses that are needed in the community and actively lobby them
- Pursue the delivery of services and goods to remote markets such as mail order or teleworking
- Attract 'passing trade' such as making your community attractive for traffic to stop in.

### **Extra resources**

- [The Money Trail](#) DIY workbook is a tool developed in the UK to help determine how money coming into your community is then spent and re-spent. The workbook is a guide to 'finding out what's really happening in your local economy, and how you can make it better'.
- The [Business Ready Program for Indigenous Tourism](#) is designed to assist existing and start-up Indigenous tourism businesses to develop the business skills and knowledge required to establish and run a commercially viable tourism operation.
- [Tourism Queensland](#) offers a range of assistance for potential and current tourism operators, including financing, growing and promoting your tourism business, as well as useful research publications.

## Helping local businesses to grow

While the establishment of new businesses is important, much of the employment and business growth in a community comes from the expansion and development of existing businesses.

Rural businesses face difficulties in maintaining a large inventory of stock and in keeping prices low. Business owners in rural and regional areas can, however, build their businesses by activities such as expanding their markets, offering excellent customer service, or becoming known for a particular speciality.

Some things that communities can do to support this activity include:

- Help business owners to access education courses and programs to build technical and managerial skills
- Encourage business and industry visits to share ideas and identify opportunities for businesses to leverage off each other
- Develop cooperative arrangements between businesses such as local supply contracts or joint use of transport
- Improve organisation and coordination through groups such as the Chamber of Commerce
- Identify sources of finance and venture capital
- Pursue options such as leasing or group ownership of equipment
- Seek out new technology
- Improve local infrastructure and services for business such as telecommunications and transport
- Investigate potential markets and opportunities for reducing costs
- Conduct community feasibility studies of new products
- Consider reintroducing home delivery services for an ageing population,
- Consider business clustering
- Hold local business appreciation events.

### **Extra resources**

- [‘Growing small communities – Coolamon’s success story’](#) describes how Coolamon, a small town in the ‘shadow’ of Wagga Wagga has managed to attract tourism and new residents to the town, providing the catalyst for the local economy to grow and generate employment opportunities.
- The Business Retention and Expansion (BR+E) Program is a tool used around the world that can assist local businesses to survive and grow in a regional community. The Department of State Development website has a useful overview and resources, as well as some case studies of Queensland communities that have already undertaken the program: [Malanda](#) and [Crows Nest/Goombungee](#).
- The [contact details for local State Development offices](#) can be found on the SDS website.

## Making money work locally

Another economic development strategy is to plug the ‘leaks’ in the community economy. Money leaks out of communities in many ways, including:

- businesses buying supplies outside the area
- people shopping in other centres
- commuters earning a wage in the community but living and investing elsewhere
- externally owned businesses taking local profits back to head office elsewhere
- local superannuation funds being invested elsewhere.

Some loss of dollars is essential because all communities are part of a larger economy. However, communities that are particularly susceptible to 'leakage' are those close to a major centre, with limited local suppliers, or those that depend on other towns for key services such as medical services.

The classic strategy many communities have used to 'capture' more dollars locally is the 'Buy Local' campaign. However, there is a range of other things that communities can do, such as:

- Identifying opportunities to fill gaps in the economy by researching local buying and spending habits
- Identifying inventory items in demand but not available locally
- Facilitating supply contracts between local firms
- Improving the quality of service in local businesses through employee training and customer feedback
- Improving the streetscape and the appearance of local businesses
- Developing a community currency
- Identifying opportunities to process products or value add locally
- Developing a local or regional brand
- Considering community-owned enterprises such as community banks
- Exploring opportunities for e-commerce.

#### ***Extra resources***

- More information about community currency can be found at the '[LETS in Australia](#)' site.
- [BusinessVictoria](#) has some useful hints for developing a brand.

### **Maintaining infrastructure**

A vibrant local economy depends on having adequate infrastructure such as roads, telecommunications, water etc. Investment in infrastructure is often seen as an essential public service but it is also an investment in the economic vitality of the community.

Some things that you can do to improve the infrastructure in your community include:

- Contribute to strategic planning about the provision of infrastructure
- Be aware of local state and federal government priorities and approaches to infrastructure development
- Involve the community in developing a case for further infrastructure development
- Mobilise the community to develop or maintain some local facilities
- Consider partnerships such as between government and private enterprise or between local government and community organisations.

## Developing local facilities to promote economic vitality

### — Monto Business Precinct Revitalisation Strategy —

Monto Shire Council conducted an extensive community consultation program over an 18 month period beginning in 2005 to evaluate where Monto Shire and its community is now, what expectations and aspirations are held by the community and others for the future of the shire, and what actions need to be taken to realise these future goals. The outcome of this consultation was the document *Progress Monto*.

Among other projects, *Progress Monto* identified the need for the renewal of the Monto town centre and business precinct as a major kick start for revitalisation of the whole shire. The Business Precinct Revitalisation Strategy aims to:

- Improve pedestrian safety, accessibility and comfort at the same time creating a vibrant village atmosphere.
- Model smart parking and traffic flow designs that will create a safer environment for vehicles and pedestrians.
- Design people spaces that provide areas for community gatherings including shade, shelter, seating and safe playing areas for children, creating a vibrant, living community centre enriching residents and visitors experience and enjoyment of the built and natural environment.
- Include water features with elements of movement and sound — specifically an interpretive river bed — and sculpture/art pieces that explore localised themes of place, people, history and the future.
- Incorporate the proposed Q150 Community Hub and Visitor Centre Project.
- Create a unique Monto identity can then be themed throughout the Shire.

### **Extra resources**

- Funding for telecommunications infrastructure and skills is available through the Commonwealth Government's \$1.1 billion [Connect Australia](#) funding program for telecommunications in rural and regional areas.
- The [South East Queensland Regional Plan](#) covers 18 councils in the south east corner of the state.

## Getting skills and training

A strong local economy relies on a skilled workforce with easy ways for people to gain and share skills. Rural communities face the challenges of:

- accessing training in relatively remote locations
- attracting and retaining professionals
- competing for skilled workers with the minerals boom
- adapting to the 'knowledge economy' which is largely based in cities or large regional centres.

Increasingly, people need to have accredited training — training that has been established as being of a nationally accepted standard. This training is offered by formal education providers such as TAFE and by Registered Training Organisations (RTOs). While gaining formal qualifications is important, it is also valuable for communities to recognise the existing, often informal, skills of community members.

Some things that you can do to support the growth of skills and access to training in your community include:

- Making it easy for people to access learning assets such as libraries, museums and community organisations

- Developing community links with your regional university
- Ensuring good local publicity about training opportunities
- Fostering links with vocational education and training providers
- Helping people to improve their skills in information and communication technology such as the internet
- Exploring ways for people to share skills, such as young people familiarising older residents in using the internet
- Enhancing community links with schools, TAFE, universities and other training providers
- Liaising with employers and having a good idea of what skills are needed and are likely to be required in your community in the future
- Promoting distance education
- Promoting the advantages of the community for professionals and help skilled workers link with their professional networks.

### ***Extra resources***

More information can be found at:

- [TAFE Queensland](#)
- [Learning Network Queensland](#)
- [Community Services and Health Industry Skills Council](#)
- [Job network](#)
- [Queensland Department of Education, Training and the Arts](#)
- [Commonwealth Department of Employment and Workplace Relations](#)
- [Adult Learning Australia](#)
- Organisations such as the Institute for Sustainable Regional Development at Central Queensland University often work closely with communities in their area — for example, a study focusing on the [social and economic challenges facing Moranbah](#).

### **Who can help**

- Local governments often have economic development staff who can assist in planning and implementing economic development strategies.
- The Queensland [Department of State Development](#) has funding programs and staff to foster business development and economic improvement in rural Queensland
- Your regional [Area Consultative Committee](#) can provide advice and help you link with federal government support
- Most regions in Queensland have local economic development corporations, such as the [Burnett Inland Economic Development Organisation](#), the [Central Highlands Development Corporation](#), or [Gulf Savannah Development](#) that can assist.
- [Commerce Queensland](#) has regional branches that provide training, assist economic development and represent business.

## Connecting with your community

Establishing and maintaining good communication channels right across the community is an important part of increasing the strength and resilience of your local community.

A high level of community involvement can:

- raise community awareness about an issue or a project
- identify what will work and what will not
- verify your information or thinking
- tap into new ideas and expertise
- provide avenues for dialogue
- build community support
- provide feedback or suggestions.

Communities are made up of many different groups, some more willing and/or able to become involved in community activities than others.

Encouraging people to participate often involves creating multiple and diverse opportunities for people to contribute, using informal networks, connecting with community 'hubs' and asking different groups how they would like to be involved.

### An example of connecting with the community

#### — Bundaberg Region Social Plan —

With the help of a community development consultant, Bundaberg City Council engaged a wide range of residents, organisations and government agencies in developing a Social Plan. This was a set of priorities and actions to address social issues in the city and neighbouring region, such as the delivery of social services, youth issues, ageing etc.

A series of 'kitchen table' community conversations were held with people from a wide range of different sectors in the community such as those with an interest in health, the environment, housing, employment, transport, youth etc. Small forums were held with service providers. Three open community forums were held in different parts of the city. A feedback forum allowed local residents to hear the results of what everyone had said and to comment on suggested strategies in the plan. A draft version of the plan was then made available for comment in the community and the final plan released. It is now being implemented.

#### **Extra resources**

- [Bundaberg Region Social Plan](#)

## Encouraging People to be Involved

The first step in involving community members is to understand the community. It is important to understand local 'sub-communities' and who the key opinion leaders are, to appreciate the history of involvement, and to acknowledge local issues and controversies.

Consider what might be an appropriate level of involvement for people. The [Queensland Government](#) has adopted the Organisation for Economic Cooperation and Development's ([www.oecd.org](http://www.oecd.org)) engagement model:

- **Inform** – sometimes it is appropriate for government just to deliver information about a project or issue to people
- **Consult** – a two-way relationship between community members and government, in which people can provide feedback on options and issues
- **Active participation** – a collaboration that enables community members to help actively shape government policies.

Some tips on involving people in community activities are:

- Plan your involvement to make sure that you are inviting all relevant people and groups to be involved and that the ways of involving them are appropriate
- Ask people from different groups how they would like to be involved
- Identify the natural community ‘hubs’ that people gather around and contact people where they gather. These will vary for different groups such as the daycare group (for contacting parents and families), service clubs (for contacting business community) or the skate bowl (for contacting young people)
- Ensure that activities are fun, social and held at a time of day and in locations that are convenient for people
- Make sure that everyone has a chance to be involved — for example, cater for people who have a disability or who may not have English as a first language
- Be clear to people about the influence that they can have over the issue you want to discuss with them
- Provide feedback to people about how their input has been reflected in the project or idea. Follow up with them about any ideas or actions they suggested.

#### **Extra resources**

- The Queensland Government has a number of publications that provide more detailed information about [how to connect](#) with your community, including [Engaging Queenslanders: An introduction to community engagement](#).
- The [International Association of Public Participation](#) offers a range of resources, including a toolbox.

### **Knowing who to contact**

It is important to think through who you may need to contact and what might be the best way to involve people. This doesn’t need to be a daunting task. An approach called ‘stakeholder analysis’ provides a manageable process:

1. List down the various groups or individuals who would have an interest in the issue
2. For each group or individual consider what they would be concerned about with regard to the issue. For example, on the issue of improving local child care, child care operators may be concerned about the financial viability of the service whereas parents would be concerned about the standard of care
3. Make an estimate of how concerned different groups or individuals would be — very concerned through to not concerned at all
4. Consider what influence different groups would have over the project — high, medium or low
5. Given all of these considerations, what level of involvement would be most appropriate for each group — inform, consult, involve or empower?
6. Finally, identify the best way to achieve the desired level of involvement for each group or individual you identified — eg individual discussions, newsletters, public meetings etc.

#### **Extra resources**

- There are several variations of the stakeholder analysis approach, but a good description can be found at the [Southern Cross University](#) site.

## Getting everyone involved

It is easy for community involvement activities to attract only certain individuals or groups, particularly those who have the confidence and power to be already prominent in the community. To genuinely involve the whole community, it is important to have flexible activities that will encourage people from a wide range of backgrounds, interests and abilities to be involved if they want to be.

Some things you can do to encourage participation across all sectors of the community include:

- Organise events and activities that are easy for different people to attend. For example, it is difficult for business operators and workers to attend activities during the day. Short evening events will make it easier.
- Recognise that different groups have various preferences for how they may want to be involved and how they communicate. For example, young people may have different preferences than seniors.
- Make sure that Aboriginal and Torres Strait Islander people are involved in a way that is culturally appropriate. It's important to recognise that each community will have their own 'protocols' for engagement. Protocol simply means following the customs and lores of the people or community you are working with and communicating in a way that is relevant to them.

If you are uncertain of local protocols, connecting with a local person who can introduce you and provide local background information will be a useful strategy. [Office of Aboriginal and Torres Strait Islander Partnership regional offices](#) and [Rural and Regional Communities Officers](#) may be useful contacts in this way.

- Consider the way in which information is presented for people who may not have English as their first language, and how best they might participate in discussion
- Don't assume that everyone is fully literate. Have ways in which people can have input other than filling out forms or commenting on written documents.

### **Extra resources**

- The Queensland Department of Communities has published [Engaging Queenslanders: Introduction to working with Aboriginal and Torres Strait Islander communities](#).
- [Protocols for Consultation and Negotiation with Aboriginal People](#)
- The Local Government Association of Queensland has a range of resources to help communities, and particularly local councils, to build relationships within their communities. These include [Embracing Cultural Diversity: Action Guide for Queensland Local Governments](#) and the [Community Relations Manual: A Guide for Local Government](#).
- [Keeping it Real: A Resource for Involving Young People](#) is a useful publication from the New Zealand Ministry of Youth Development.
- [The Art of Renewal: A Guide to Thinking Culturally About Strengthening Communities](#) aims to assist people in strengthening their communities through arts and culture.
- The [Gab Titui Cultural Centre](#) is the result of a partnership between the Torres Strait Regional Authority (TSRA) and the Queensland Heritage Trails Network (QHTN). The Torres Strait people have played an integral role in establishing Gab Titui and through the Cultural Centre Steering Committee, comprised of community representatives, have guided the process from concept stage to completion.

## Working with volunteers

Recent research ([Ironmonger 2006](#)) has shown that regional Queenslanders contributed approximately \$3.3 billion to their communities in 2004 through volunteering in an organisation.

Volunteers are therefore a critical resource for all communities, and require support, coordination and recognition.

Some things that communities can do to support their volunteers are:

- Match volunteers roles with their interests and skills. Most voluntary organisations will interview volunteers and identify roles that suit people's interests and available time
- Formalise the roles of volunteers. Increasingly organisations have position descriptions for voluntary roles. This helps to clarify people's roles and formally recognise their contribution
- Offer training and development to volunteers. Developing skills and interests can be an important benefit for volunteers
- Recognise and celebrate the contribution of volunteers
- Reduce the chances of 'burnout' by rotating roles, having realistic schedules, and coordinating and supporting volunteers.

### **Extra resources**

- Ironmonger, D. (2006) [The Economic Value of Volunteering in Queensland Report](#) commissioned by the Queensland Department of Communities.
- More information and strategies to support volunteers are available at [Volunteering Queensland](#)

## Making connections outside your community

As well as building relationships within and across your community, it's also important to identify contacts and resources *outside* your community.

Making and maintaining external links provides you with access to new resources, ideas, information and opportunities that you can use for the benefit of your community. It can help community members to engage meaningfully with government, forge connections with the corporate world, and leverage existing assets.

Sister relationships between city and country towns, for example, can promote cultural and environmental differences as assets that bring economic and social benefits to both participants.

Connecting with government at a range of levels can raise awareness of your town's issues and priorities.

### **Extra resources**

#### **Building city–country relationships**

[City of Joondalup, Western Australia](#) — this Council document includes a useful summary (pp. 16-21) of Joondalup's proposal to link with the small country town of Cue, 640km north east of Perth.

## Connecting with Queensland Government

The Queensland Government has put in place several ways to connect with community representatives:

- [Ministerial Regional Community Forums](#) – ten community representatives in each rural region have direct contact with Queensland Government ministers about issues and priorities in their region.
- *Advisory groups* – Community representatives raise and discuss issues with the Minister for Communities on a range of advisory groups such as the [Queensland Seniors Council](#), [Ministerial Advisory Council on Domestic and Family Violence](#), the [Queensland Youth Council](#) and the Child Care Forum.
- [Community Cabinet](#) – over 100 Community Cabinets have been held across Queensland. These provide an opportunity for residents to present delegations to ministers and interact with Cabinet members.
- Some ways you can have your say on the [Get involved](#) website include commenting on discussion papers, raising issues and providing suggestions for consideration by government.
- On the [Queensland Parliamentary website](#), you can locate an e-petition, find out information about its status and, join the e-petition if it is current.
- [Queensland Government Agent Program \(QGAPs\)](#) are offices based in rural and regional towns which enable you to conduct business with government agencies or obtain information about a variety of government services from the one convenient location.

### Who can help

- Most larger local governments have community development or economic development staff. You could look at community development plans on your council's website or phone your council's community development officer.
- Your [regional Department of Communities office](#) can assist you in involving local residents.
- The Department of Housing's [Community Renewal](#) program operates in selected communities, including urban areas in southeast and regional Queensland and one remote Indigenous community.
- A range of community involvement resources and 'toolkits' are available. Some key ones are:
  - The [Effective Engagement Toolkit](#) was developed by the Victorian Department of Sustainability and the Environment.
  - The [International Association of Public Participation – Australasia communitybuilders.nsw](#)
  - The [Community Development Toolbox](#) is an online support tool for communities to survey needs and plan community development.

## Programs and Projects

### Queensland Government

#### Blueprint for the Bush

The [Blueprint for the Bush](#) is a comprehensive set of programs and funding jointly developed and managed by the Queensland Government, [AgForce Qld](#) and the [Local Government Association of Queensland](#). It was developed with extensive community engagement and the Queensland Government will commit \$153.4 million in Blueprint for the Bush initiatives over the 3–4 years from 2006.

The Blueprint includes a wide range of initiatives such as:

- Investment in road infrastructure
- Additional skilling and career pathways for rural health workers
- Extended funding for capping and piping artesian bores under the Great Artesian Basin Sustainability Initiative
- Assisting with the implementation of the Size, Shape and Sustainability program for local government
- A new 'homestay' pilot program for rural students

#### Ten Year Partnerships

The [Ten Year Partnership](#) is a Queensland Government proposal to work with Aboriginal and Torres Strait Islander peoples to improve standards of living over the next 10 years. The approach will see the Queensland Government coordinate its activities more effectively and put in place ways of measuring progress. The Cape York Partnership is an example of a ten year partnership in action.

#### [Regional Collaboration and Capacity Building Program \(RCCBP\)](#)

This program provides funding of \$25 million over five years to assist neighbouring councils to work together to explore the feasibility of providing joint facilities or services.

#### [Cross Government Project to Reduce Social Isolation of Older People](#)

This cross government project managed by the Office for Seniors within the Department of Communities aims to identify leading practice models in the reduction of social isolation of older people in Queensland.

#### [Community Renewal](#)

Community Renewal is a whole-of-government program coordinated by the Department of Housing. It aims to develop sustainable solutions to local issues and build community capacity by creating partnerships between residents, government, businesses and the community. The program works in targeted communities throughout the state, identified as 'renewal zones'.

### Commonwealth Government

#### Stronger Families and Communities Strategy (2004-2009)

The [Stronger Families and Communities Strategy](#) is an Australian Government initiative giving families, their children and communities the opportunity to build a better future. Funding of \$490 million has been committed for 2004-2009.

There are four streams to the new Strategy:

- Communities for Children
- Early Childhood — Invest to Grow
- Local Answers
- Choice and Flexibility in Child Care

### **Regional Partnerships**

The [Regional Partnerships](#) program is an Australian Government initiative supporting the development of self-reliant communities. It funds projects that help communities:

- provide opportunities for economic and social participation
- improve access to services
- plan their futures
- make structural adjustments.

There are 56 Area Consultative Committees (ACCs) around Australia to help applicants develop and submit applications.

The programme also provides a framework for delivering Australian Government assistance under the:

- Rural Medical Infrastructure Fund
- Community Adjustment Assistance element of the Textiles, Clothing and Footwear Structural Adjustment Programme.

### **Rural Transaction Centres**

Up to June 2005, this programme provided funds to help small communities establish their own Rural Transaction Centre to provide access to services. It has now been absorbed into the [Regional Partnerships Program](#).

### **CSIRO: Sustainable Communities Initiative**

The [Sustainable Communities Initiative](#) (SCI) is a program that brings together people from across the public, private and civil society sectors, to work in partnership with communities to develop and deliver innovative solutions to community-specific sustainability challenges and opportunities.

The SCI is an 'action learning' program that will operate for a three year period (2006–2009). During this period the SCI will partner with local governance institutions to undertake projects in communities across a range of diverse geographical and socio-economic landscapes.

### **Australian Tourism Development Program**

The [Australian Tourism Development Program](#) is a Commonwealth grants program that assists in the promotion of tourism development in regional and rural Australia.

## Research and Development Corporations

### Cooperative Venture for Capacity Building in Rural Australia

The Cooperative Venture was established in 2001 by R&D corporations to enhance capacity building in rural industries in Australia. Its goal is to instigate and support learning by farmer and rural communities and place rural communities in a position to prosper and grow as Australian rural industry adapts successfully to global change.

The members of the cooperative venture invest in R&D that focuses on enhancing the understanding of learning, improving organisational arrangements to support rural human capacity building, and inspiring innovative farming practices.

There are four priority areas for the venture:

- To identify current 'best practices' in rural extension/education and training to assist in the design and delivery of learning
- To improve understanding of non-participation in learning activities and what is needed to involve current non-participants to increase accessibility of learning activities and involvement of the farming community
- To promote and rethink rural extension/education through government, industry, and community groups so they respond to new and changing environments and enhance rural learning and practice
- To enhance the capacity of rural service providers to deliver and enable effective learning activities.

More information is available at the [Rural Industries Research and Development Corporation](#).

### AgForce Queensland: *Agforward*

The \$8 million AgForward program is being delivered by AgForce Queensland and will run until 2009. The program helps landholders to use information and tools which will assist in improving land management practices. AgForward has specialist training teams to conduct up to 80 public workshops throughout Queensland a year. Topics include:

- the preparation of Property Maps of Assessable Vegetation (PMAVs)
- property planning
- GPS technology
- linkages to grazing land management.

More information is available at [AgForce Queensland](#).

## Funding Options

### Queensland Government

#### All Departments

[Queensland Government Funding Opportunities](#). This website lists funding programs by government agency. Contact details are given.

Among many others, the site includes grants such as:

#### *Our Place, Our Future*

The Department of Local Government has funding available through the Our Place, Our Future initiative for rural and remote communities to increase the capacity to own and manage their future.

#### *Strengthening Rural Indigenous Non-Government Organisations funding*

The Department of Communities has funding available for Indigenous organisations that provide services in rural Queensland.

#### *Building Rural Links*

Rural community organisations will share \$500 000 in funding provided by the Queensland Government through the Building Rural Links grants program.

#### *Living Buildings and Places - Queensland's Heritage Grant Program*

The Environmental Protection Agency funds projects to assist owners of Queensland's significant heritage places to protect and conserve these places, and ensure their continued use and appreciation by the community.

#### *Queensland Gambling Community Benefit Fund*

The Queensland Gambling Community Benefit Fund provides one-off grants to Queensland-based community organisations to assist these organisations to provide services and activities within their local communities.

#### *Indigenous Community Development Program (ICDP)*

The Department of Local Government Planning Sport and Recreation provides funding to Aboriginal Shire councils, Torres Strait Islander councils and Aboriginal and Torres Strait Islander organisations to support better opportunities for Indigenous people to participate in sport and active recreation in their communities.

#### *International Women's Day Grants*

The Department of Local Government Planning Sport and Recreation contributes to events run by Queensland community organisations to celebrate International Women's Day.

The Queensland Department of Communities also maintains a [funding calendar](#) that gives a schedule of funding opportunities for communities

### Commonwealth Government

The Commonwealth Department of Transport and Regional Services hosts the [grantslink](#) website which gives a comprehensive listing of Commonwealth funding available under a variety of grant programs for individuals, businesses and communities

## Local Government

Information on local government funding for communities is available at [Queensland Local Government grants](#)

## Not for Profit Organisations

### [OurCommunity.com](#)

OurCommunity.com is a not for profit organisation that provides extensive information for community groups and organisations including a broad range of funding opportunities.

### Queensland Community Foundation

[Queensland Community Foundation \(QCF\)](#) is a public charitable trust set up to serve the State's communities by providing a permanent funding source for charity.

### Foundation for Rural and Regional Renewal (FRRR)

[FRRR](#) offers two funding schemes for rural communities. The Small Grants for Small Rural Communities Program offers about \$300,000 a year in grants to benefit people in rural and remote communities. The FRRR/ANZ Seeds of Renewal Program is a small grants program providing funding to small, rural and regional not-for-profit organisations for projects and activities to aid the growth of their community.

### Jupiters Casino Community Benefit Fund

[Jupiters Casino Community Benefit Fund](#)

## Improving Your Chances of Getting Funds

Looking for funding for your community project should not replace good planning. There is a temptation to develop a project quickly just because funding is available. It is often better to spend more time engaging local people and planning a project and applying for the next round of funding.

A common mistake is also to apply to a funding program that doesn't suit your project. If you don't fully meet the intended purpose of a particular funding program you are unlikely to be successful. It is important to target the right funding source.

Some tips on applying for funding are:

- In your application, make sure that you clearly address every criteria that will be used assess your project
- Make your application is clear and concise with no errors
- Use the help that is available — phone the contact person for the funding program or contact your local Council for advice
- Put deadlines in your calendar and allow enough time to prepare an application before the deadline
- Explain how your project could end up being at least partly self-funded if that is possible. Funding bodies increasingly want to know how projects can be funded for the long term
- Test your application against the assessment criteria
- Adequately value community contributions — value in-kind contributions using an hourly rate and include them as a dollar figure in the budget
- Build allies — inform your Council, Area Consultative Committee, or your Department of Communities office to let them know about your project

- Link with existing projects or with other projects being developed in your community. Make sure that similar projects are not being submitted from the same or nearby community
- If you are unsuccessful, gain feedback and discuss options with the funding body.

### ***Extra resources***

Some more hints for writing successful grant applications can be found at:

- [Tips for writing grant applications](#)
- [Preparing an effective funding submission](#)

## USEFUL RESOURCES

Queensland [Department of Communities](#)

### Local Government

[Local Government Association of Queensland](#) – the peak body representing local government in Queensland

[Queensland Department of Local Government, Sport and Recreation](#)

[Australian Local Government Association](#)

[Queensland Local Government Community Service Association](#)

[Local Government Community Development and Services Association of Australia](#)

### Media

[ABC](#)

[ABC local radio](#)

[Rural press](#)

[Queensland Country Life](#)

[North Queensland Register](#)

### Research and Development

[Centre for Rural and Regional Innovation – Queensland, University of Queensland](#)

[Institute for Sustainable Regional Development, Central Queensland University](#)

[Centre for Rural and Remote Area Health, University of Southern Queensland](#)

[UQ Boilerhouse — Community Engagement Centre, University of Queensland](#)

[EIDOS Institute](#), based at Griffith University

[Rural Industry Research and Development Corporation](#)

[Bureau of Rural Sciences](#)

[Cooperative Research Centres](#)

[CSIRO](#)

### Education

[Department of Education, Training and the Arts](#)

[Isolated Children's Parents Association](#)

[Queensland Council of Parents and Citizens Associations](#)

[University of the Third Age](#)

### Training and Development

[International Association for Public Participation](#)

[TAFE Queensland](#)

[Community Services and Health Industry Skills Council](#)

[Job network](#)

[Queensland Department of Employment and Training](#)

[Commonwealth Department of Employment and Workplace Relations](#)

### Health

[Queensland Health](#)

[Rural Doctors Association of Queensland](#)

[Australian Medical Association, Queensland](#)

[Queensland Divisions of General Practice](#)  
[Royal Flying Doctor Service \(Queensland Section\)](#)

### **Social services**

[Centrelink](#)  
[Queensland Council of Social Service](#)  
[Anglicare](#)  
[Bluecare](#)  
[Centacare](#)  
[St Vincent de Paul](#)  
[Salvation Army](#)

### **Rural Women**

[Country Womens Association](#)  
[Queensland Rural Womens Network](#)

### **Business, Employment and Economy**

[Commerce Queensland](#)  
[Area Consultative Committees](#)  
[Job network](#)  
[Queensland Department of Employment and Training](#)  
[Commonwealth Department of Employment and Workplace Relations](#)  
[Queensland Department of State Development](#)

### **Transport**

[Queensland Department of Transport](#)  
[Commonwealth Department of Transport and Regional Services](#)

### **Special Needs**

[Disability Services Queensland](#)  
[Community Resource Unit](#)

### **Information and Data**

[Australian Bureau of Statistics](#)  
[Office of Economic and Statistical Research](#)  
[Australian Bureau of Agricultural and Resource Economics](#) (ABARE)

### **Housing**

[Queensland Department of Housing](#)  
[Queensland Community Housing Coalition](#)

### **Development Associations**

[Cooloola Regional Development Bureau](#)  
[Burnett Inland Economic Development Organisation](#)  
[Gulf Savannah Development](#)  
[Central Highlands Development](#)  
[Rockhampton Regional Development](#)

## Natural Resource Management

[Regional NRM](#)

[Queensland Regional Natural Resource Management Groups Collective](#)

[National Heritage Trust](#)

[Queensland Water and Land Carers](#)

[Queensland Landcare Foundation](#)

## Emergency services

[Queensland Department of Emergency Services](#)

[Queensland Ambulance Service](#)

[Queensland Police Service](#)

[Rural Fire Brigade](#)

[SES](#)

## Multicultural

[Multicultural Affairs Queensland](#)

## Arts and Culture

[Arts Queensland](#)

[Queensland Arts Council](#)

[Youth Arts Queensland](#)

[Queensland Art Gallery](#)

## Indigenous

[Indigenous Coordination Centres](#)

[Native Title Representative Bodies](#)

[Reconciliation Queensland](#)

## Youth

[Young Australian Rural Network](#)

[Heywire](#)

## Seniors

[Aged Care Queensland](#)

[Association of Independent Retirees](#)

[Commonwealth Department of Health and Aging](#)

## Primary industries

[Queensland Farmers' Federation \(QFF\)](#)

[AgForce Queensland](#)

[Commonwealth Department of Agriculture, Fisheries and Forestry](#)

[Queensland Department of Primary Industries and Fisheries](#)

## Foundations

[Foundation for Rural and Regional Renewal](#)

[Queensland Community Foundation](#)  
[Philanthropy Australia](#)

### **Leadership**

[Australian Rural Leadership Program](#)  
[Building Rural Leaders](#)

### **Volunteering**

[Volunteering Queensland](#)