



# QUANDAMOOKA

## Aboriginal Community Profile and Action Plan 2007

This is a summary of the Quandamooka Aboriginal Community Plan.

The Plan was the major output from a Shared Responsibility Agreement negotiated by the Peoples of the Quandamooka, through the agency of their community organisations; the Australian Government, (represented by the Brisbane Indigenous Coordination Centre); the Queensland State Government, (Aboriginal and Torres Strait Islander Partnerships, Greater Brisbane Region, Department of Communities); and the Redland Shire Council.

Information contained in this document is sourced from the Quandamooka Aboriginal Community Action Plan; the 2006 Census data; and local knowledge.

*N.B. No level of Government, nor the private sector, have committed to the contents of this document. The intent of the Quandamooka Aboriginal Community is to present a comprehensive platform of actions that need addressing and partner with us to enable the realisation of services.*



**Australian Government**  
Department of Families, Housing,  
Community Services and Indigenous Affairs



**Queensland Government**  
Department of **Communities**



North Stradbroke Island  
Aboriginal and Islander  
Housing Cooperative



people of sand and water



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## *WELCOME TO COUNTRY ...*

### **Elders welcome and introduction**

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We, the Peoples of the Quandamooka region, thank you for taking the time to consider this document which is a summary of our Community Plan.

The Quandamooka Aboriginal Community Plan has been produced as our part of a Shared Responsibility Agreement between the Australian Government's Indigenous Coordination Centre; Queensland State Government, Aboriginal and Torres Strait Islander Partnerships, Department of Communities; and the Local Government, Redland Shire Council.

The purpose of this work has been to define the disadvantage suffered by the Traditional Owners and other Indigenous residents of North Stradbroke Island and to identify actions that will help our people overcome that disadvantage.

The North Stradbroke Island Community is very different to many other Indigenous Communities in Queensland. The average age is older, health and education outcomes are better and the issues of crime and violence are not as acute. These outcomes need to be maintained and improved.

The Peoples of the Quandamooka region are also clear about the solution to reducing our disadvantage. We believe the answer lies in a return to our traditional role, one that has a clear and important application to our Country and to these times.

We acknowledge that other people live here with us and we are seeking your support to apply the knowledge we have gathered over more than 25,000 years, to the protection and fostering of our traditional land and sea country.

We are reasserting our role as managers, agents of environmental protection and consultants on the region's flora and fauna. We believe this will return to us, the self respect and sense of purpose we and the generations that follow us need to be valued contributors to the future of our community.

The Community Plan is detailed and lengthy. This summary document has been prepared for your convenience with assistance from Aboriginal and Torres Strait Islander Partnerships, Greater Brisbane Region, Department of Communities.

## *NOW AND BEFORE ...*

### **The story of the peoples of the Quandamooka**

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The Peoples of the Quandamooka have lived on Minjerribah, (now known as North Stradbroke Island), for a very long time. Scientists reckon at least 25,000 years. We say longer. Our traditional estate - Quandamooka, the waters and islands of Central and Southern Moreton Bay and the coastal land and streams between the Brisbane to Logan



Rivers, gave life to us in a time beyond memory. We sing its songs, tell its stories and dance to its rhythms to give honour and thanks and to keep our place in its heart.

We are the people of the sand and the water.

For generations we have lived along the coasts of Quandamooka near the inland waters, the swamps and lakes and creeks. The sea was full of fish. The food was good and there was plenty. People were happy and our numbers grew.

There are 3 clans that comprise the Peoples of the Quandamooka. They are the Nughi of Moorgumpin (now known as Moreton Island) and the Nunukul and Gorenpul of Minjerribah and there are currently twelve (12) families represented on the Quandamooka Native Title Family Representative Steering Committee.

We shared our bounty with our kin who shared our borders in south east Queensland. They came to our Country for ritual and feasting. We travelled to them for tribal councils, initiation and corroboree, to settle grievances and for marriage. At bunya time the Blackall and D'Aguiar Ranges rang with the sound of thousands of voices. We took necklaces, razorback and nautilus shells and oil from yungan (dugong) to trade for stone tools, durable hardwoods and for the feathers of eagles.

When European people first came to our Bay, in 1824, not a lot changed. The penal colony was a long way away on Meanjin, (Brisbane River). Even when small outposts were set up on Minjerribah, at Pulan (Amity Point) where a pilot station was established; and a penal colony at Goompi (Dunwich); our people could generally avoid contact.

But slowly things changed. When the Pilot Station was built, we helped. But there were problems. The newcomers didn't understand our country and our laws. We sometimes fought them. Sometimes there were reprisals. Some of our people were massacred near Aranarawai (Big Creek) and on the Southern Bay islands.



European religion in the form of four Passionist missionaries set up at Goompi and stayed for 4 years.

The Quarantine Station discouraged more European people from coming to Minjerribah. Settlements on Minjerribah and Moorgumpin (Moreton Island), Noogoo (St Helena) and Teerkroora (Peel Island) were small and we were able to continue our traditional ways.

We helped build the Quarantine Station, the Stores Depot, the Lighthouse and the Benevolent Society Asylum on Minjerribah, the Leprosarium on Teerkroora, the salt works on Jencoomercha (Macleay Island) and Kanaipa (Russell Islands) and the whaling station at Tangalooma.

Many of our people lived at Goompi and at the Government run Myora Mission.

In 1898 we came under the Aboriginal Protection and Restriction of the Sale of Opium Act. Local 'Protectors' controlled our lives, giving or refusing permission for us to move around our Country, to practice our traditions, speak our language and honour our ancestors and our Country.

However, these traditions survived. We worked and kept our culture alive and passed our laws and traditions to our children whenever we could and in whatever way we could.

The Queensland Government tried to force the assimilation of our people into the Dunwich community but that failed, in part because of the small white population. Despite that, positive relationships between Aboriginal and non-Aboriginal people developed slowly.

Myora Mission was closed in 1941 and most people moved to the village built at Moopi-Moopi-Pah (One Mile). The Myora families weren't allowed to live in Goompi at that time.

The Asylum closed in 1947 and the land was surveyed for the town of Dunwich (Goompi). Miners moved in and Aboriginal People and others who had been brought or who had moved to the Island worked for them and also the various marine enterprises, and fishing industries such as the Moreton Bay Oyster Company.

Looking after country is our business and over time we have continued to stand up and ask for recognition. In 1976 the people of Minjerribah declared North Stradbroke

Island to be the Royal Republic of Minjerribah; and in 1995 the National Native Title Tribunal began assessing a claim for native title over North Stradbroke Island and surrounding areas.

## *A FAST MOVING TIDE ...*

### **Minjerribah today**

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Since our land was colonised, our people have welcomed other people to our homeland, increasing the number of people resident on Minjerribah.

The 2006 census identified 364 Aboriginal / Torres Strait Islanders are resident on North Stradbroke Island. We say there are many more. Local information indicates that there are at least 427 Aboriginal people and most of us live in Dunwich and make up half of that town's population. The overall usual resident population of North Stradbroke Island is 2,016 (ABS 2006).

We estimate as many as 1500 plus Traditional Owners live off the Islands, spread across the Quandamooka, on Minjerribah and Moorgumpin and all the other areas of our traditional home on the nearby mainland and beyond.

Our People have retained our distinctive culture.

We are living proof of our continuous occupation and cultural practice.

Our traditional practices have been upheld in contemporary form. Our People travel regularly through Quandamooka lands and sea caring for Country. Through consultations our Elders and the Land Council work to protect our lands and sea country in many ways, including taking part in cultural heritage management, Environmental Impact Assessments, negotiating over developments, educating the public and maintaining land and sea management responsibilities.

They're the big things but we, the Peoples of the Quandamooka, do the small things as well, from chipping out lantana to cleaning rubbish from streams and eradicating feral animals.

Caring for country is our business. It always has been and always will be.

We hold our heads high as Traditional Owners with strong identity and culture but our people and those people from other areas living on our Islands, continue to struggle to prosper in the wider society.

Life expectancy for our people matches that of Aboriginal People elsewhere in Australia. We will die, on average, 17.2 years earlier than our non-indigenous brothers and sisters.

The median age of our people is 26 years with 11% aged in the 0-4 age group; 24% are aged 5-14; 13% are 15-24 years. In the 25-44 age group 24%, then the age group of 45-64 has 20% and finally 8% are aged 65 years and over.

The health of Indigenous people on the islands is well below the standard for the rest of the community. Diabetes and asthma are our biggest problems.

Australian Bureau of Statistics 2006 data supports the notion that housing on the Island is a challenge. There are 152 dwellings housing Aboriginal people. Of those,



26 separate houses and 8 caravan/ cabin/ houseboats are fully owned and 19 are being purchased. The evolving high real estate market place value will place further challenges on the ability of Aboriginal people to buy homes in the open market.

Now, most of our people live at Dunwich, with a few living at Amity Point and Point Lookout, with the rest living in private and public rentals and in camps, including the One Mile community and a number of bush camps.

The North Stradbroke Island Aboriginal and Islander Housing Co-op owns 52 units of accommodation (51 Dunwich, 1 at Point Lookout). State Housing has a stock of 22 dwellings that house Aboriginal and Torres Strait Islander people, and in the private rental market 5 houses have Aboriginal tenants.

The Dunwich School has a thirty-nine percent (39%) enrolment of our children. A high percentage of our children do not go past Grade 10 and many of those that do, don't finish Grade 12, leaving them seriously disadvantaged in the workforce. The community of North Stradbroke Island want to improve this. Nationally only 12% of our children are involved in post-secondary education and only 16% hold a certificate 3 or better in any subject area.

Unemployment is too high at 13.6%. Youth unemployment is worst of all. A third of our people work 25 hours a week or less.

According to Indigenous Coordination Centre data, only 50.5% of the Indigenous people on North Stradbroke Island are in work, the fourth lowest participation rate in the region. 33% of people are in part time employment, the third highest rate in the region of those who have only part time work.

When we look at the 2006 Census, the average income of an Indigenous person on Minjerribah is between \$200 and \$300 a week; with 28% of our people earning between \$150-\$249 a week, compared to the Australian average wage of \$1,442 ([www.content.mycareer.com.au/salary-centre](http://www.content.mycareer.com.au/salary-centre)).

#### Summary of disadvantage.

It is very difficult for Aboriginal People to live within their culture and act accordingly while at the same time making successful lives in Australia's non-Indigenous social and political framework. Due to a lack of understanding and recognition of rights, the outcome is inevitably an attempt to squeeze Aboriginal ways into a non-Indigenous frame.



The pieces of Aboriginal culture that fall outside the frame lead to a need for more and more services (to pick up the pieces) in all areas from health to aged care and governance.

### BRIDGING THE GAP ...

## Our community organisations on Minjerribah

In an attempt to bridge the gap between the Peoples of the Quandamooka and the wider society, we have established organisations that mirror our methods but operate in mainstream structures. They are two-way access points that allow us to function in mainstream ways and help outsiders understand our culture and needs.



**Minjerribah Moorgumpin Elders-in-Council** is a not-for-profit organisation and advises people on culture; mediates disputes; assists with enterprise developments; has established research projects; are mediators with the Department of Justice; assists in providing community service programs, and generally promotes our traditions, history, law and culture.



**Quandamooka Lands Council Aboriginal Corporation** was established in 1991 to represent the views of Traditional Owners and Aboriginal People who have an historical association with the Island. The QLC also acts as an Indigenous land and sea advocacy and management organisation, providing mediation, consultation and representation services, community development services. Concerned with recognition of Native Title, the QLC also mediates on a wide range of issues with Government at all levels and private operators whose business affects the interests of the Aboriginal People of Quandamooka, in consultation with the Quandamooka Native Title Family Representative Steering Committee.



**North Stradbroke Island Aboriginal and Islander Housing Co-operative Society Ltd** is a non-profit organisation working for tenants and the rest of the Community to meet the diverse needs of Co-op members. The Co-operative has over 400 members, 52 accommodation units, a caravan park, an aged frail hostel, a day respite centre, and manages a Centrelink agency.



**Yulu-Burri-Ba Aboriginal Corporation for Community Health** is a not-for-profit organisation, established by the Housing Co-operative and was independently incorporated in 1994. The Corporation provides access to doctors, a diabetes program, a women's and youth health program, dental services and education, a counselling program that includes assistance for victims of domestic violence, a drug and alcohol worker, a nutrition worker, a sexual health worker. As well the service provides transport from the island to mainland hospitals and specialist services.

**North Stradbroke Island Aboriginal Enterprises**, formerly the North Stradbroke Island Community Development Employment Program was established in 1995 by the Quandamooka Lands Council and incorporated independently in 2002. The CDEP Program, which was funded by the Federal Government was scrapped in June 2007. The Organisation plans to continue as an Aboriginal enterprise incubator and workers cooperative.

**The Oodgeroo Nunnukal Trust** corporation protects and promotes the work of Australia's best known Aboriginal poet and continues her commitment to reconciliation.

**The Salt Water Murriss Quandamooka Art Group** evolved from a Southbank Institute of TAFE Work Skills Course in 2003. The Dunwich State School Campus hosts the art group in a restored building donated by the University of Queensland. The group have had their work exhibited in a number of art shows. Through the dedicated work of volunteers, the group is showcasing their art and crafts in a shop at Dunwich and are trying to forge a self sustaining economic pathway for artists.

**The Nunukal Ngugi Cultural Heritage Corporation** (now insolvent) focussed on employment and enterprise development for the Nunukal and Ngugi clan groups.



## *ECHOES FROM THE FUTURE ...*

### **Our vision and objectives**

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Our primary objective is to find a way to remain true to our Aboriginal culture, law and traditions, while finding a place in the mainstream of Australian Society where there is pride in our history, respect for us, and a real future for our children.

Our difficulty in bridging the cultural divide is graphically illustrated by the statistics that measure our disadvantage – in life expectancy and quality of life, in education and employment, in levels of incarceration, homelessness, substance abuse and family violence.

Despite our disadvantages, the Peoples of the Quandamooka believe it is possible to substantially improve our situation

We believe that we can achieve our goals because we understand that we have something of real value to offer; all the knowledge and practical understanding about our Country that we have acquired in more than 25,000 years and more than 1000 generations of respectful coexistence with the natural environment.

What we know of this place isn't, in many cases, written down in books. With daily practice over 25,000 years, the unwritten lore of our Dreaming has been passed down the generations.

Our aim is to achieve our own goals, while at the same time delivering services to our community at better standards than are expected of Government by the wider society.

We seek to do this in ways that recognise the traditions of the oldest continuous culture on earth, respecting the wishes of our ancestors, fulfilling the expectations of our people now and bringing to life the dreams of our children.



## *IN OUR HEARTS ...*

### **The issues that concern us**

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We, the Peoples of the Quandamooka, recognise that given the varying family and group affiliations, political agendas, objectives and membership of the Island's Aboriginal community organisations, the coordination and integration of the strategies proposed under the Community Plan will need careful management if service delivery is to be substantially improved.

Our People believe the key to our future lies in maintaining our role as custodians of our traditional lands. We believe that achieving this goal enhances to us the purpose and respect we need to move forward as a people, make a positive contribution to our community and the wider society and therefore reduce our level of disadvantage.

We believe the role of custodians of Country is one that is both relevant and timely, particularly given the recent increase in both the social and political focus issues.

Our concerns include:

- ensuring recognition by Government to recognise and understand the knowledge and skills of the Quandamooka People's relationship with Country, culture and history,
- that the Government now demonstrate their willingness to involve our people in decision making that affects our traditional lands and seas,
- too few resources, including human resources, to assist community agencies achieve economic, social, cultural and environmental benefits for the Minjerribah organisations,
- very limited recognition of Aboriginal ownership of natural and cultural resources and no compensation paid for the exploitation of those resources within the Quandamooka Traditional Estate,
- ongoing neglect and degradation of the assets of our traditional estate due to a lack of adequate and effective management by government,
- weakening of cultural imperatives such as relationships (sharing, training of young, skills transfer etc),
- lack of opportunities to stand in both worlds i.e. respect and be involved in Aboriginal culture while also working and getting ahead in the broader community, and
- a failure to adopt a coordinated approach to service delivery for the Aboriginal community.



## *MOVING FORWARD ...*

### **Summary – Action plan and short term priority projects**

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The Quandamooka Aboriginal Community Plan aims to describe a broad plan of action to deal with management issues affecting the Aboriginal residents and Traditional Owners of Minjeeribah.

We ask for government agencies to engage with us to build better regional engagement and coordination processes and assist the community to progress the short term projects identified in this document as priorities for 2008. (refer to tables on pages 14 – 15).

Our Community was the first in Queensland to be offered the opportunity to develop an action plan for community improvement and that work was undertaken with the assistance of a Community Broker.

The People of the Quandamooka were asked to identify areas of disadvantage within our Community and provide actions or strategies that we believed would alleviate the causes or symptoms of that disadvantage.

Since then, the Overcoming Indigenous Disadvantage Report has received extensive coverage and widespread support. The Report's 12 key indicators of disadvantage and its 7 key strategic areas for activity to reduce disadvantage have become the standard tools of government's engagement with Aboriginal issues and communities.

However, our Community Plan does not use the OID Reports 7 key areas of strategic activity as a template for describing proposed solutions. Instead we have grouped issues appropriate to our unique situation into ten sections. They are identified under the headings of Management Issues and Planned Responses and have Key Elements and associated Actions.

We invite government agencies to identify areas of action in the Quandamooka Aboriginal Community Plan that relate to their responsibilities. Tables within this document are indicative of and may assist in this exercise (refer to pages 16 – 62).

PRIORITY PROJECTS	POTENTIAL PARTNERS			
	<i>Internal</i>	<i>Local</i>	<i>State</i>	<i>Federal</i>
<b><i>Governance and Accountability Strategy</i></b>				
<ul style="list-style-type: none"> <li>Formalise, name and develop Terms of Reference (TOR) for the Quandamooka Combined Aboriginal Organisations Forum.</li> </ul>				
<ul style="list-style-type: none"> <li>Governance and negotiation training for all management boards of community organisations A.S.A.P. after their appointment.</li> </ul>				
<b><i>Administration, Planning and Information Management</i></b>				
<ul style="list-style-type: none"> <li>Formalise the proposed Negotiation Table with three (3) levels of government.</li> </ul>				
<ul style="list-style-type: none"> <li>Fund full-time Aboriginal Community Development Officer to provide administrative support to Quandamooka Combined Aboriginal Organisations Forum.</li> </ul>				
<ul style="list-style-type: none"> <li>Assistance for community members with access to business training and planning.</li> </ul>				
<b><i>Community Development and Wellbeing</i></b>				
<ul style="list-style-type: none"> <li>Development of a Community Health, Ageing and Social Reform Precinct.</li> </ul>				
<ul style="list-style-type: none"> <li>Establish domestic violence safe house in Dunwich.</li> </ul>				
<ul style="list-style-type: none"> <li>Development of services for family support and child protection.</li> </ul>				
<ul style="list-style-type: none"> <li>The extension of existing youth development and care projects including: <ul style="list-style-type: none"> <li>- Full-time funding for an Aboriginal Youth Worker,</li> <li>- Adequate support for youth programs run by community organisations,</li> <li>- Refurbishment of the Dunwich swimming enclosure,</li> <li>- Develop youth centre.</li> </ul> </li> </ul>				
<ul style="list-style-type: none"> <li>Develop Aboriginal Knowledge Project.</li> </ul>				
<b><i>Health</i></b>				
<ul style="list-style-type: none"> <li>Funding for the continued operation of Nareeba Moopi Moopi Pa Aged / Frail Hostel.</li> </ul>				
<ul style="list-style-type: none"> <li>Procurement of land required for additions to Yulu Burri Ba Aboriginal Corporation for Community Health</li> </ul>				

PRIORITY PROJECTS	POTENTIAL PARTNERS			
	<i>Internal</i>	<i>Local</i>	<i>State</i>	<i>Federal</i>
<b><i>Land, Freshwater and Sea Management</i></b>				
<ul style="list-style-type: none"> <li>Secure funding and partnerships for increased Land and Sea management initiatives.</li> </ul>				
<b><i>Physical Services and Infrastructure</i></b>				
<ul style="list-style-type: none"> <li>Improved emergency access off the island for ambulance evacuations from One Mile</li> </ul>				
<ul style="list-style-type: none"> <li>Development of disaster emergency plan for cyclones etc</li> </ul>				
<b><i>Housing</i></b>				
<ul style="list-style-type: none"> <li>Negotiate handover of North Stradbroke Island State owned Aboriginal and Torres Strait Islander houses to the Aboriginal community, and the removal of government held caveats over community owned housing stock.</li> </ul>				
<b><i>Economy and Employment</i></b>				
<ul style="list-style-type: none"> <li>Assist North Stradbroke Island Aboriginal Enterprises with their transition from CDEP to workers co-op and with the development of enterprises.</li> </ul>				
<b><i>Arts and Culture</i></b>				
<ul style="list-style-type: none"> <li>Secure partnerships and resourcing for continued cultural growth.</li> </ul>				

## TAKING RESPONSIBILITY ...

### Working together

We propose that a Negotiation Table be set up to assist in developing a relationship with government agencies so that we can progress towards addressing the other important issues identified in the Quandamooka Aboriginal Community Plan 2007-2021.

We have stated our aspirations and now seek to partner and work collaboratively with Government and other agencies.

The Quandamooka Combined Aboriginal Organisations Forum commit to releasing the Quandamooka Aboriginal Community Plan to the Indigenous Coordination Centre; Redland Shire Council; Department of Communities; the Brisbane Regional Managers Coordination Network; and interested agencies to enable government to identify areas of action in the Community Plan that relate to their respective agency responsibilities.



## MANAGEMENT ISSUE 1.

### Governance and Accountability

The Governance and Accountability Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>1.1 Representation and Decision Making</b>	Formation of the Quandamooka Combined Aboriginal Organisations Forum	
	Develop a Terms of Reference for the Quandamooka Combined Aboriginal Organisations Forum.	
	Resource the Quandamooka Combined Aboriginal Organisations Forum.	
	Establish a Negotiation Table between the Quandamooka Combined Aboriginal Organisations Forum and the three levels of government and the private sector.	
	Develop a Regional Partnership Agreement.	
	Convene meetings on North Stradbroke Island e.g. <ul style="list-style-type: none"> <li>• Redland Shire Council,</li> <li>• Ministerial Regional Community Forums, Regional Managers Coordination Network, Australian Government Solution Brokers</li> </ul>	

Key Element	Actions	Responsibility
<b>1.2</b> <b>Recognition and Implementation of Rights</b>	Support the recognition of Aboriginal sovereignty through a national treaty with the Australian Government.	
	Support the formal aspirations of Native Title claimants.	
	Support the return by the State Government of ownership and management of national parks to appropriate Aboriginal custodians.	
	Investigate possibilities for the future Quandamooka Native Title Body Corporate to become a statutory land management and permitting body.	
	<p>Irrespective of the formal outcomes of Native Title determinations, negotiate with all levels of government to support the advancement of Indigenous rights to:</p> <ul style="list-style-type: none"> <li>• control development impacts and management decisions relating to Aboriginal cultural heritage within the Quandamooka region.</li> <li>• undertake and control development on Aboriginal lands on their own terms.</li> </ul>	
	<p>Assert inherent traditional rights to land and sea by non-violent direct action including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Continued occupation of unallocated state land and reserves such as One Mile.</li> <li>• Hunting, fishing and harvesting in traditional resource areas.</li> <li>• Continuation of traditional practices.</li> <li>• Protesting against government and non- government use of lands and sea in ways that inhibit or degrade traditional practice and usage.</li> </ul>	

Key Element	Actions	Responsibility
<b>1.3</b> <b>Accountability Measures</b>	Develop a comprehensive set of financial, accounting and procedure manuals as an element of Protocol Agreements to facilitate essential internal management and financial controls and external reporting requirements.	
	Government agencies to disclose their funding and spending in the region.	
	All parties funded by public monies to provide services to the North Stradbroke Island community will develop and disclose separate annual budgets for North Stradbroke Island.	
<b>1.4</b> <b>Monitoring, Evaluation and Review</b>	The proposed Regional Interagency Working Group, as part of its annual review process and State of Environment Reporting, will deliver to the Aboriginal community, regional “Scorecards” showing performance against the negotiated performance indicators for both government and non-government funded entities.	
	Policies and processes need to be implemented to document the following aspects of organizational management. <ol style="list-style-type: none"> <li>1. Governance</li> <li>2. Management</li> <li>3. Finance</li> <li>4. Business Development</li> <li>5. Administration</li> <li>6. Relationships</li> </ol>	



**MANAGEMENT ISSUE 2.**

**Administration, Planning and Information Management**

The Administration, Planning and Information Management Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<p><b>2.1</b> <b>Co-operative Management</b></p>	<p>Convene a Regional Interagency Working Group. The main role of the group will be the coordinated implementation of decisions made by the Aboriginal community, through the agency of their organisations at the table with all levels of Government.</p>	
	<p>Representation of the proposed RIWG may be open to:</p> <ul style="list-style-type: none"> <li>• Aboriginal community organisations operating within the Traditional Estate.</li> <li>• Australian, State and Local Governments.</li> <li>• Mainstream community groups that service the Aboriginal community.</li> <li>• Technical and management advisors.</li> <li>• Contributing industry involved in joint ventures etc.</li> </ul>	

Key Element	Actions	Responsibility
<b>2.1 Cont.</b>	The RIWG to have a degree of devolved resource allocation and decision making responsibility from the three levels of Government in order to prioritise and implement strategic actions and funding.	
<b>2.2 Planning</b>	Investigate feasibility for community level Disaster Management Committee and Plans for each township.	
	Review and reduce industry land designation in wetlands, particularly expansion of industry into wetland area at One Mile.	
	The proposed RIWG will implement a community driven system for the designation of land for community purposes.	
<b>2.3 Communication and Co-ordination</b>	Development of an “Information Hub”. The Hub is envisaged as a community driven agency aimed at delivering information to the community about activities that affect their lives.	
	Develop a joint Community Awareness Project to inform stakeholders and foster acceptance of the Regional Management Agreement Process and to gain recognition and respect for the Aboriginal cultural heritage of the region.	

Key Element	Actions	Responsibility
<b>2.4</b> <b>Information Management and Research</b>	The proposed “Information Hub” will act as a training facility for communication, administration and information technology.	
	One role for the “Hub” will be to facilitate the development of a North Stradbroke Island Research Strategy for the island and surrounding waters that identifies gaps and priorities, and assists in the management of targeted future research to fill them.	
	Regional Indigenous Working Group will assist the Aboriginal community to develop Memoranda of Understanding with various research institutions in the region whereby research proposals will be endorsed in line with the priorities as documented in the North Stradbroke Island Research Strategy.	
	Increase the use of island libraries for the housing of planning and management documentation.	



## MANAGEMENT ISSUE 3

### Community Development and Wellbeing

The Community Development and Wellbeing Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>3.1</b> <b>Community Cohesion: Inclusion and Difference</b>	Proactively support innovative community development, arts and communication projects.	
	Investigate and review subsidy and grant opportunities for local art projects.	
	Investigate options for improved on-island display and promotion of local artists.	
	Offer workshop opportunities to community development providers.	
	Investigate desirability and feasibility for an Island community radio station.	
	Advance a holistic grant process to facilitate resource sharing and coordination amongst community organisations—operating ideally through the proposed community “Information Hub”.	
<b>3.2</b> <b>Community Services and Facilities</b>	<b>Services:</b> <ul style="list-style-type: none"> <li>• Employ a full time Aboriginal Community Development Officer dedicated to the island.</li> </ul>	

Key Element	Actions	Responsibility
<b>3.2 Cont.</b>	<ul style="list-style-type: none"> <li>Facilitate a Memorandum of Understanding clarifying roles and functions of key stakeholders and service providers.</li> </ul>	
	<ul style="list-style-type: none"> <li>Maintain Aboriginal graves at both Myora and Dunwich cemeteries.</li> </ul>	
	<p><b>Facilities:</b></p> <ul style="list-style-type: none"> <li>Develop an Aboriginal Cultural and Interpretive Centre on the Housing Co-op's One Mile site. The centre would include administration, cultural interpretive centre, "keeping place" for cultural materials, galleries, performance spaces, "Information Hub", training facilities, theatre and meeting facilities.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop an Indigenous Knowledge Centre (as part of the proposed Cultural Centre).</li> </ul>	
	<ul style="list-style-type: none"> <li>Development of a safe house and community-based programs with trained youth workers and improved data collection.</li> </ul>	
	<ul style="list-style-type: none"> <li>Land is required for a new cemetery.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop an Indoor/Outdoor Sport and Recreational facility in Dunwich.</li> </ul>	
	<ul style="list-style-type: none"> <li>Reinstate and upgrade the Dunwich Bay swimming enclosure. The facility to include change rooms, shade, southern wind breaks and preferably a pool that holds tidal water.</li> </ul>	
	<ul style="list-style-type: none"> <li>Build a public swimming pool in Dunwich.</li> </ul>	
	<ul style="list-style-type: none"> <li>Development of a Youth Centre in Dunwich including games room. Develop parent rosters and carer networks.</li> </ul>	

Key Element	Actions	Responsibility
<b>3.3</b> <b>Family, Organisation and Community Capacity Building and Support</b>	Facilitate the development of an annual Regional Forum for Community Development and Wellbeing	
	Invite service providers to participate in a Community Development and Wellbeing Reference Group that informs decision making in the region through the development of a needs analysis and Regional Aboriginal Community Development Plan. The Reference Group may be formed from attendees at the proposed annual Regional Forum.	
	The proposed Regional Interagency Working Group (RWIG) will undertake a Community Development Plan for the three townships covering community information management, development of facilities, funding arrangements, co-ordination of services, support for families and, young people, the aged and network development.	
	Continue to translate community development initiatives such as the skills audit into economic development projects through Asset Based Community and Economic Development or similar approach.	
	Continue success of asset mapping and skills training programmes; update skills audit on a biannual basis.	
	Develop support programs for families.	

Key Element	Actions	Responsibility
<b>3.4</b> <b>Education and Training</b>	Support Aboriginal Traditional Owner groups in delivering cultural education to local schools.	
	Support the development of Aboriginal owned and joint venture educational facilities that would facilitate improved access to educational, cultural and sporting facilities and provide employment and revenue from, but not limited to educational tourism.	
	Develop online learning products that are appropriate for Indigenous communities and others that can be delivered via video conferencing, online learning and satellite technology.	
	Provide information and support to young Aboriginal people pursuing higher education.	
	Explore options for further attracting educational institutions to develop bases and extend course opportunities on the Island.	
	Promote educational tourism and educational product partnerships with Indigenous organisations.	

<b>Key Element</b>	<b>Actions</b>	<b>Responsibility</b>
<b>3.5 Child Care and Protection</b>	Map existing services and plan to fill service gaps on the island and elsewhere in the region.	
<i>A suite of actions are listed in the main Plan.</i>	Develop consistent ongoing and locally relevant community education and awareness packages.	
	Incorporate information on child protection into community newsletters.	
	Recruit skilled staff and develop consistent ongoing and locally relevant training packages.	
	Identify existing training packages and ascertain most appropriate ways to use as is or modify/adapt to meet local needs.	
<b>3.6 Supporting Young People</b>	Develop a Youth Centre in Dunwich.	
<i>A number of other actions listed in the main Plan.</i>	Support the recently formed North Stradbroke Island Aboriginal Youth Advisory Group.	
	Establish youth services including campsites and programs.	
	Identify and promote young Aboriginal and Torres Strait Islander role models.	
	Support the employment of a full time Sport and Recreation Officer to further develop sport and recreation activities such as camps, golf, football, netball, surfing etc.	

Key Element	Actions	Responsibility
<b>3.7</b> <b>Justice</b>	Initiate a Juvenile Justice Program on the Island that: <ul style="list-style-type: none"> <li>• provides realistic and achievable options for Aboriginal young people</li> <li>• in conjunction with partner organisations and agencies, assists Aboriginal people to make positive choices and support them in those choices</li> <li>• empowers and encourages the communities to take ownership of and participate in the decision-making process impacting on the solutions for Aboriginal young people.</li> </ul>	
	Police working on the Island to undertake comprehensive cross-cultural training by local Traditional Owners.	
	Establish procedures and protocols to maximise effective cooperation between police and local Aboriginal agencies.	
	Continue the resourcing of Aboriginal Liaison Officers on the Island.	
	Involvement by Aboriginal community Elders in the Murri Court system.	
	Provide information about legal matters and rights.	
	Assist Aboriginal community members to access legal aid.	
	Organise an Aboriginal cell visitor program for locals in custody.	



## MANAGEMENT ISSUE 4

### Health

The Health Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>4.1 Environmental Health</b>	Develop a Community Health Plan that includes reference to air and water quality, waste management, sewage systems (including septic), disease prevention, provision of essential services (such as food, water, housing and sanitation), community education and other issues. The community health plan shall also include provisions to ensure future Minjerribah Aboriginal Living Areas have appropriate environmental health infrastructure.	
	Auditing and rehabilitation of previously contaminated land; including radioactive contamination, where it may affect human health and / or significant ecosystems.	
	Encouragement of quality, affordable and safe accommodation that meets community needs and maximises environmental health design criteria.	
	Conduct an ecological study on the causes of proliferation of freshwater mosquitoes. Develop a mosquito management plan for the island based on study findings.	

Key Element	Actions	Responsibility
<b>4.2</b> <b>Primary Health and Services</b>	Expand current health infrastructure to accommodate the needs of the community.	
	Host an annual Regional Aboriginal Health Forum as an opportunity for Aboriginal health workers to discuss Aboriginal health issues and the services that are needed to provide health care to Aboriginal people.	
	Invite health service providers to participate in a Community Development and Wellbeing Reference Group that informs decision making in the region through the development of a needs analysis and Regional Aboriginal Health Plan.	
	Investigate ways to improve emergency access arrangements to the Island. Current ambulance access (other than helicopter) is restricted to barge transport and use of the Volunteer Marine Rescue options. Access to the VMR boat is difficult and often hazardous for both staff, patients and volunteers.	
	Yulu-Burri-Ba Aboriginal Corporation for Health to advocate to the State Government on behalf of the North Stradbroke Island community for formal funding arrangements for increased services facilitating passage of patients to mainland health services that are not available on the island.	
	YBBACCH to promote and maintain Aboriginal adult health checks for all eligible men and women aged 15-54.	
	YBBACCH to maintain systematic screening program for all clients that present at the clinic.	

Key Element	Actions	Responsibility
<b>4.2</b> <b>Cont.</b>	YBBACCH to maintain a register of chronic disease clients and implement individual management plans for them.	
	Strengthen ante natal services and facilities on North Stradbroke Island.	
	YBBACCH to coordinate the delivery to the Aboriginal community of other health service providers in the region.	
	Via the agency of the Indigenous Coordination Centre explore options for a Regional Partnership Agreement between health service providers in the region.	
	Continue and enhance professional development and training for health professionals delivering services to the region, particularly for local Aboriginal people involved in the sector.	
	Conduct regular community consultation to gain feedback on the provision of health services to the Aboriginal community.	
	Expand oral health program.	
	Attract more Aboriginal people into the health care professions through educational scholarships. Need more counsellors and mentors, particularly in the area of substance abuse.	
	Investigate the high incidence of respiratory and cancer disorders and possible links to environmental factors.	
<b>4.3</b> <b>Drug and Alcohol Misuse</b>	Develop an out of town substance abuse rehabilitation centre that includes staff accommodation.	
	Provide high quality drug and alcohol support services including counselling, court support, etc.	

<b>Key Element</b>	<b>Actions</b>	<b>Responsibility</b>
<b>4.4 Diet and Lifestyle</b>	Promote healthy community activities.	
	Promote lifestyle modification targeting patient self management for nutrition related problems and diabetes.	
	Host and promote life skills and lifestyle improvement groups.	
	Support initiatives that promote the value of traditional diet, medicines and local food production including the development of community food gardens and the protection of bush tucker resources.	
<b>4.5 Mental and Spiritual Health</b>	Provide expanded male and female counselling and referral services.	
	Improve care and support options for victims of abuse.	
	Initiate an annual healing ceremony and gathering on the island.	
<b>4.6 Aged Care and Respite</b>	Maintain a competent and caring staff team.	
	Secure adequate funding for the continued operation of Nareeba Moopi Moopi Pa Aged / Frail Hostel.	
	Base service delivery on client participation in decision making.	
	Maintain the capacity to be quickly responsive to the needs of clients.	
	Actively work towards the elimination of the barriers to equitable access.	
	Actively working to enhance the quality of life of frail aged people, people with disabilities and their carers.	



**MANAGEMENT ISSUE 5**

**Cultural Heritage Management**

The Cultural Heritage Management Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<p><b>5.1</b> <b>Ownership of Aboriginal Cultural Heritage</b></p>	<p>Facilitate the return by government and non-government agencies of all Aboriginal cultural heritage materials belonging to the Quandamooka Traditional Estate, including documentation of and rights to intellectual property.</p>	
	<p>Traditional Owners will develop clear policy, directions and guidelines for the initiation and conduct of research projects on matters related to Aboriginal cultural heritage with the specific aim of taking full control of all Aboriginal cultural heritage research within the Quandamooka Traditional Estate. As part of the process Traditional Owners to negotiate MOUs on the use of Aboriginal cultural heritage by museums, research institutions and other agencies regarding the collection and return of data and materials of cultural heritage significance.</p>	
	<p>Appropriate interpretive signage and entry statements relating to Aboriginal ownership and significance will be erected in prominent locations and certain significant areas.</p>	

Key Element	Actions	Responsibility
<b>5.1</b> <b>Cont.</b>	Support community organisations such as Minjerrabah-Moorgumpin Elders in Council in the repatriation of human remains and artefacts from museums.	
	Undertake an inventory of cultural heritage material and documentation of intellectual property kept by non-indigenous organisations and seek a return to Indigenous organisations where appropriate.	
<b>5.2</b> <b>Protection and Management of Cultural Heritage Values and Material</b>	Through a series of negotiated incentives, ensure that all staff of government agencies and businesses providing services on North Stradbroke Island undertake cultural awareness training conducted by Traditional Owners of North Stradbroke Island.	
	Investigate options for a “keeping place” for the storage of culturally significant materials. It is envisaged that this may be part of the proposed Cultural and Interpretive Centre relating to Aboriginal cultural heritage.	
	Facilitate the development of an annual regional forum on Cultural Heritage Management and Protection.	
	Invite Traditional Owners, managers and stakeholders to participate in a Cultural Management and Protection Reference Group that informs decision making in the region.	
	Traditional Owners will document clear strategies for the future protection and management of the cultural and natural estate of the Quandamooka Traditional Estate in the form of a Regional Aboriginal Cultural Heritage Management Plan. This will be funded through the Regional Partnership Agreement process.	

Key Element	Actions	Responsibility
<b>5.2 Cont.</b>	The Regional Partnerships Agreement will also support the building of existing community capacity to take control of the management of shared cultural heritage on the island.	
	To improve the integration of cultural heritage protection and development assessment, the proposed RIWG will develop appropriate cultural heritage guidelines and clearance models to be implemented as part of Redland Shire Council and State Government's development approval process.	
	The RIWG will work to achieve greater integration between the Integrated Planning Act 1997 and the Cultural Heritage Act 2003.	
	Adequately resource and support the Quandamooka Oral History Project.	
<b>5.3 Access to Significant Areas and Resources</b>	Investigate opportunities for Indigenous Resource Management and Protection Areas for Traditional uses.	
	By way of a licensing and permit system, restrict access to some particularly sensitive natural and cultural assets, to appropriate Aboriginal custodians and in some cases, accredited tourism operators.	
	Identify areas of high cultural and ecological significance and implement measures to protect them from damage by vehicles. Continue to restrict 4WD access to sensitive areas such Swan Bay and Amity Spit, and to sections of beaches used for traditional and pedestrian purposes.	



## MANAGEMENT ISSUE 6

### Land, Freshwater and Sea Management

The Land, Freshwater and Sea Management Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>6.1</b> <b>Land, Freshwater and Sea Tenure and Use</b>	Proceed with a timely negotiation of the current Quandamooka Native Title Claim as a means of achieving the land tenure and rights required to carry out some of the options documented in the Quandamooka Aboriginal Community Plan.	
	Lodgement of a Native Title Claim over mainland areas of the Quandamooka Traditional Estate (roughly coinciding with Redland Shire Council boundary).	
	Negotiate with Australian, Queensland and local governments to support the aspirations of Native Title claimants as detailed in the Quandamooka Aboriginal Community Plan.	
	Australian, Queensland and local government to support the timely return by the State Government of ownership and management of national parks to appropriate Aboriginal custodians.	

Key Element	Actions	Responsibility
<b>6.1</b> <b>Cont.</b>	Identify and develop adequate residential land to accommodate the foreseeable needs of the North Stradbroke Island Aboriginal community.	
	Irrespective of the formal outcomes of Native Title determinations, Traditional Owners will negotiate with Australian, Queensland and local governments, support for Indigenous rights to: <ul style="list-style-type: none"> <li>• Control development impacts and management decisions relating to Aboriginal cultural heritage within the Quandamooka region.</li> <li>• Undertake and control development on Aboriginal lands on Traditional Owners' own terms.</li> </ul>	
	Provide appropriate land located close to activities for required land and sea management activities in the region	
	Review and update the Redlands Planning Scheme to reflect the needs of the North Stradbroke Island Aboriginal community, particularly the required amendment to the Myora Carapark to make it a conforming use.	
<b>6.2</b> <b>Coordination of Land, Freshwater and Sea Management</b>	Revitalise the Quandamooka Land and Sea Management Agency to take on a greater role in environmental management, particularly the coordination of the many agencies operating in the region.	
<b>6.3</b> <b>Natural and Cultural Resource Management</b>	Facilitate an annual Traditional Owner and multi-stakeholder Land, Freshwater and Sea management Regional Forum.	

Key Element	Actions	Responsibility
<b>6.3</b> <b>Cont.</b>	Invite participation in a Land, Freshwater and Sea Management Reference Group that informs decision making in the region through the development of needs analysis and planning.	
	Build capacity and presence of existing Indigenous and community based land, sea and cultural management organisations.	
	Provide appropriate land located close to activities for required land and sea management activities in the region.	
<b>6.4</b> <b>Wetlands, Catchment and Reserve Management Wetlands</b>	<p><b>Wetlands</b></p> <ul style="list-style-type: none"> <li>• As part of the catchment planning process, develop specific wetland management plans.</li> <li>• Internalise costs of wetland management in water pricing.</li> <li>• Wetland Management plans should take precedence over reserve management plans if a discrepancy should occur. (See Reserve Management).</li> </ul> <p><b>Catchments</b></p> <ul style="list-style-type: none"> <li>• Undertake a whole of Island Catchment Management Plan. As part of the catchment planning process, develop specific wetland management plans.</li> <li>• Internalise costs of whole of catchment in water pricing.</li> <li>• Prior to the development of a Traditional Owner Water Management Authority (see below) Redland Shire Council and / or the State Government (when it takes over control from Redland Shire Council) to annually fund Traditional Owners to undertake catchment management projects. The cost of these to be internalised in water pricing.</li> </ul>	

Key Element	Actions	Responsibility
<p><b>6.4</b> <b>Cont.</b></p>	<p><b>Reserves</b></p> <ul style="list-style-type: none"> <li>• Develop provisions in a Native Title Process and Management Framework Agreement / ILUA or similar agreement outlining a commitment to share and transfer management responsibility / trusteeship of state reserves to Traditional Owners in a supported and incremental manner. The details of management sharing and / or transfer to be outlined in reserve and catchment management plans.</li> <li>• Develop a reserve management manual outlining processes and actions common to all reserves.</li> <li>• Develop specific reserve management plans to guide management.</li> </ul>	
<p><b>6.5</b> <b>Freshwater Management</b></p>	<p>Negotiate with the State Government, a reduction in the volume of freshwater extracted to the mainland.</p>	
	<p>Develop a Quandamooka Water Management Authority to take over management of the water resources within the Quandamooka Traditional Estate. This function is currently a monopoly held by Redland Shire Council agency, Redland Water and Waste.</p>	
	<p>Adequate water research and best practice management to be undertaken of the Island's catchment and freshwater bodies to allow for safe and sustainable management of the resource.</p>	
	<p>At the proposed Land, Freshwater and Sea Management Regional Forum, invite participation in a Freshwater Management Reference Group that informs decision making in the region.</p>	

Key Element	Actions	Responsibility
	Develop culturally sensitive holistic management plans for specific water bodies such as Bummiera / Brown Lake.	
	Traditional Owners to be supported and resourced to regularly monitor freshwater ecosystems via the agency of the proposed Quandamooka Water Management Authority.	
	Maintain a ban on the use of power craft on all freshwater bodies on North Stradbroke Island (EPA).	
<b>6.6 Fire and Disaster Management</b>	Investigate feasibility and funding opportunities for an Indigenous fire unit.	
	As part of a new Bushfire Management Plan, map flora and fauna communities with attention to variable fire tolerance and optimal burn-off frequency relative to risk. Wildflower and cypress locations require priority sensitivity analysis.	
	Develop and regularly update the Quandamooka Aboriginal Residency Register, which documents the location of residents living outside the Island townsites for use in wildfire or other emergencies. This information would be held confidentially and only used on an agreed basis as part of an Aboriginal Emergency Wildfire Plan. Points of contact within the community for emergency services need to be formalised.	
	Lobby the CEO, Department of Emergency Services, to form a North Stradbroke Island Emergency Service Unit under the Disaster Management Act (QLD) 2003.	

<b>Key Element</b>	<b>Actions</b>	<b>Responsibility</b>
<b>6.6 Cont.</b>	Develop intra-island cyclone response management strategy in the event of North Stradbroke Island being cut off from mainland emergency services for considerable periods.	
<b>6.7 Pest Management</b>	Negotiate with Redland Shire Council updated locally specific pest management planning and implementation for the Island.	
	Traditional Owners continue their ongoing management of pest species through their own means.	
<b>6.8 Extractive Industries</b>	Lobby CRL, Unimin and Department of Natural Resources and Water to develop further measures to rationalise and coordinate existing mining practices to further reduce environmental impacts.	
	Lobby Island mining companies to conserve areas of known high ecological and cultural value, regardless of their presence within sand mining leases.	
	Encourage sand-mining companies to work with local communities and provide employment for restorative programs and rehabilitation works.	
	Build the capacity of the North Stradbroke Island Aboriginal community to bid successfully for mining rehabilitation contracts.	
	Convene a mining, Traditional Owner and multi-stakeholder board to undertake an audit of mining activities and develop a long-term transition plan for the transition of the Island to a post-mining economy. The plan should focus on the integrated delivery of long-term community needs.	

Key Element	Actions	Responsibility
<b>6.9</b> <b>Off-Road Vehicle Management</b>	Ensure pedestrian access and safety on beaches takes precedence over the use of vehicles in all beach management regimes.	
	Develop a seasonal limit on 4WD beach permits availability.	
	Restrict vehicular movement on beaches to 2 hours either side of low tide. Pedestrians only at other times.	
	Develop options for 4WD shuttle bus service for beach camping, fishing, and sightseeing.	
	The Quandamooka Aboriginal Community Plan supports the playing of an increased coordination role by Traditional Owners in the education of 4WD owners visiting the Island. Increase opportunities for education at tourist facilities, the planned Cultural Interpretive Centre, through signage at beach access points, websites and promotional material (videos, CDs, printed slogans on T shirts, bumper stickers etc).	
<b>6.10</b> <b>Marine Management</b>	Develop a memorandum of understanding (MOU) with Traditional Owners and other marine management agencies operating in the region to include processes and procedures outlining a cooperative approach to a range of issues within the Quandamooka Traditional Estate.	
	Investigate feasibility for a Quandamooka/Moreton Bay regional planning agreement amongst fisheries stakeholders.	
	Complete the 'Quandamooka Marine Stranding Strategy' so that marine animal strandings are dealt with in an effective and culturally appropriate manner.	



*MANAGEMENT ISSUE 7*

**Physical Services and Infrastructure**

The Physical Services and Infrastructure Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<p><b>7.1</b>  <b>Coordination of Planning, Provision and Management of Physical Services and Key Element Infrastructure</b></p>	<p>Develop an infrastructure code of practice that may form part of proposed Cultural Heritage guidelines, detailing processes of planning and procurement of infrastructure relating to cultural heritage assessment and community involvement.</p>	

Key Element	Actions	Responsibility
<b>7.1 Cont.</b>	The proposed Regional Partnership Agreement (RPA) and associated agreements will include clarification on existing and future infrastructure development and include mechanisms for the resolution of tenure.	
	Develop a community infrastructure plan to guide delivery of long-term needs.	
	In consultation with the North Stradbroke Island community, develop qualitative environmental Desired Standard of Service indicators for priority infrastructure items. For example, a qualitative DSS could describe the expected quality of stormwater outflow.	
	Conduct mobility mapping to ensure social infrastructure is located in accessible and appropriate locations.	
	Subject to a thorough local area planning process (LAP), enhance the development of walking trails and linkages on North Stradbroke Island including the development of a signage program.	
	Promote the rationalisation of industrial infrastructure through the consolidation of barge facilities and development of alternative transport arrangements to minimise industrial traffic through townships.	

Key Element	Actions	Responsibility
<p><b>7.2</b> <b>Transport</b></p>	<p>Through the mechanism of a mainland Native Title Claim, secure areas at Toondah Harbour in Cleveland (Redland Shire Council are currently planning for redevelopment of the harbour). Land at Toondah Harbour is required to establish a transport terminal and mainland base for issuing Island permits, sales of bush tucker, arts, crafts and cultural education and tourism packages. Mainland tourists could be taken on bay area cultural tours and sold products without the need for them to travel to the Island. Land is also required for any future water transport enterprises.</p>	
	<p>Dunwich Ferry Terminal - The Island end of water transport could be focussed on the land currently leased from the State by Moreton Tug and Barge Co. An island ferry terminal could act as a modern entry point for visitors to the Island and house cafes, bush tucker restaurant, retail sales, cultural tourism and education facilities, administration etc.</p>	
	<p>Undertake an Integrated Local Transport Plan for North Stradbroke Island to address long-term transport planning issues and integrate transport-planning processes with Local Area Planning and enterprise development.</p>	
	<p>Negotiate with the Department of Main Roads the implementation of traffic calming mechanisms; particularly at the entrance to the One Mile community at Dunwich and speed limit reduction from Dunwich to Myora.</p>	

Key Element	Actions	Responsibility
<b>7.2 Cont.</b>	Develop planning and licensing policies that require all public transport options to address disabled access requirements, transport of bicycles and environmentally friendly technologies.	
	Lowering of the speed limit on East Coast Road through the One Mile, Two Mile and Myora area to the springs.	
	Developing a walkway/bikeway from Dunwich to Myora Springs.	
<b>7.3 Power and Telecommunications</b>	Investigate options to develop on-island 'green' power generation infrastructure.	
	Encouraging the use on the Island of green power, introducing energy efficient lighting, hot-water services and appliances and joining carbon offset programs to compensate for car use.	
<b>7.4 Water Extraction and Supply</b>	Develop an Aboriginal Water Management Authority to take over management of the water resources within the Quandamooka Traditional Estate. This function is currently a monopoly held by Redland Shire Council's agency Redland Water and Waste, though may be taken over by the State Government in the near future.	
	Carry out a Water Balance Study for North Stradbroke Island.	

Key Element	Actions	Responsibility
<b>7.5</b> <b>Sewerage Reticulation and Treatment</b>	The proposed Regional Partnership Agreement will allow for the development of subsequent land use agreements, particularly in relation to the provision of adequate areas for sewerage treatment on the Island.	
	Redland Water and Waste will continue to transport sewerage treatment solid waste off the island for disposal.	
	Plan stage 2 extension for sewerage reticulation upgrade and waste water treatment plant for Dunwich.	
	Implementation of Dunwich stage 2 upgrade.	
	Upgrade new Point Lookout wastewater treatment plant (2013) and irrigate 100% of effluent as rehabilitation sites become available within the Yarraman Mine lease area.	
<b>7.6</b> <b>Waste Collection and Disposal</b>	Build capacity of the community through the proposed Aboriginal Workers Co-op to compete for transfer station contracts.	
	Investigate opportunities and resultant potential to use the transfer station site as a depot for increased recycling and other service contracts on the Island.	
<b>7.7</b> <b>Drainage and Erosion Management</b>	Implement best practice refuse and pollutant trapping to all North Stradbroke Island stormwater disposal systems. Monitor water quality as part of the catchment management program.	



## MANAGEMENT ISSUE 8

### Housing

The Housing Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>8.1</b> <b>Housing Management and Advocacy</b>	<p>A Quandamooka Residential Development Plan will be developed to address the need for healthy, safe and affordable housing. The QRDP will allow for the unique social character of the Island communities to be maintained while promoting equitable access to Aboriginal residents in all townships within the Traditional Estate. The plan will incorporate:</p> <ul style="list-style-type: none"> <li>• community based needs assessment and planning for housing;</li> <li>• methods of support for community based housing schemes;</li> <li>• increased opportunities for combined home/business use in all townships;</li> <li>• designation by native title holders of Minjerribah Aboriginal Living Areas to satisfy accommodation needs outside of existing townships;</li> </ul>	

Key Element	Actions	Responsibility
<p><b>8.1</b></p> <p><b>Cont.</b></p>	<ul style="list-style-type: none"> <li>• locally appropriate standards and designs, which reflect the character of the townships, facilitate affordable housing and meet safety requirements;</li> <li>• through planning codes and education, ensure the protection of ecological, social, economic and cultural values through measures such as energy efficient design, use of environmentally friendly building products and management measures;</li> <li>• social equity in access to residential ownership and accommodation options; and</li> <li>• allocation of land for community housing.</li> </ul>	
	<p>Negotiated interests in future land releases on the island need to reflect the Aboriginal housing land needs expressed in the housing and land management sections of this plan.</p>	
	<p>Formalise the allocation of Aboriginal living areas and identify planned management mechanisms.</p>	
	<p>A range of commercial accommodation developments are proposed to assist with the funding of community programs. These include accommodation for students from off the Island, conference and training workshop attendees, tourists as part of cultural and educational tourism packages, housing for staff and visiting advisors, camp facilities etc.</p>	
	<p>Lobby all levels of government to actively engage with the Aboriginal community on their terms to facilitate meaningful input into policy development and decision making effecting their unique needs with regard to housing.</p>	

Key Element	Actions	Responsibility
<b>8.1 Cont.</b>	Undertake capacity building in the areas of housing management, construction and maintenance.	
	Develop and regularly update the Quandamooka Aboriginal Residency Register, which documents the location of residents living outside the Island townsites for use in wildfire or other emergencies. This information would be held confidentially and only used on an agreed basis as part of an Aboriginal Emergency Wildfire Plan. Points of contact within the community for emergency services need to be formalised.	
<b>8.2 Housing Ownership</b>	The plan supports the hand over of ownership and management of State Aboriginal / Torres Strait Islander Housing and land within the Quandamooka Traditional Estate to the Aboriginal community. In the case of the first six State houses constructed in the 1970's, ownership to be transferred to the existing long term tenants.	
<b>8.3 Affordable Accommodation</b>	Through an Affordable Housing Strategy, develop financial incentives, regulatory incentives and dispensations if necessary to develop affordable housing options such as community owned co-op housing, caravan park permanent sites and hostels, potentially integrated with local services and retail. Strategies might include minimizing parking requirements, developing rates concessions schemes and other 'relaxations for affordability'.	
	Ensure that Redland Shire Council's local area planning for the Island encourages housing affordability.	
	Encourage the use of innovative building technologies that reduce the cost of construction.	

Key Element	Actions	Responsibility
<b>8.3 Cont.</b>	Future land subdivisions to include designated public housing lots to achieve a pre-agreed target for provision of public and Aboriginal housing, especially at Point Lookout and Amity.	
	All levels of government to support North Stradbroke Island Aboriginal and Islander Housing Co-op and other future housing cooperatives in the provision of affordable housing by employing rates rebates, planning incentives and other mechanisms identified in the proposed affordable housing strategy. Redland Shire Council will secure the rates rebate through policy change to replace the current annual relief grants system.	
	The development of mechanisms for rates concessions to community housing providers, pensioners and senior residents (i.e. residents over 60) on the island will be initiated to address the social equity concerns of the Island communities.	
	Establish a community enterprise to construct affordable housing using island skills and labour, on land released to an existing or new community organisation.	



**MANAGEMENT ISSUE 9**

**Economy and Employment**

The Economy and Employment Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>9.1</b> <b>Economic Development: Diversity, Sustainability and Equity</b>	Develop accounting systems for the Island that recognise all costs, including environmental social etc (such as triple bottom line accounting).	
	Take a proactive approach to responding to regional, national and global issues and imperatives.	
	Encourage and facilitate industry specific, target-based training and educational programs to meet the needs and respond to the opportunities present within the Island economy.	
	Plan for and develop infrastructure which facilitates the diversification of the economy.	

Key Element	Actions	Responsibility
<b>9.2</b> <b>Increasing Community Wealth through Capacity Building and Cooperative Management of the Economy</b>	Ensure island organisations and groups are aware of and have access to all proposed service contracts relating to the island.	
	The proposed Regional Interagency Working Group (RIWG) will establish a North Stradbroke Island project team to facilitate building the capacity of island organisations and groups to win service provision contracts.	
<b>9.3</b> <b>Indigenous Business Development and Support</b>	Establish Aboriginal governance structures that will support successful business management practices.	
	Development of an Indigenous Business Incubator.	
	The Quandamooka Aboriginal Community Plan provides for the development of a foreshore Aboriginal industry economic zone. A preferred site is located south of Dunwich between Moreton Bay and the Redland Water and Waste's (RSC) effluent reuse area. This site is close to town and allows access to the bay for a range of marine industries including aquaculture. An area of minimum 20 hectares is needed to facilitate the economic development plans of the community.	
	The Quandamooka Aboriginal Community Plan supports education and training for Aboriginal organisations and individuals to export on a consultancy or contract basis, knowledge and expertise in local and regional management issues.	

Key Element	Actions	Responsibility
<b>9.3 Cont.</b>	Offer advice and run workshops to all existing and potential Aboriginal business enterprises, particularly on the nature of the government tendering process.	
	Further identified business opportunities - refer to Quandamooka Aboriginal Community Plan.	
	<p>Further actions include:</p> <ul style="list-style-type: none"> <li>• Carry out feasibility assessments for each of the above business proposals.</li> <li>• Develop business plans for those enterprises that are prioritised by the community after feasibility assessments have been completed.</li> </ul>	
<b>9.4 Employment</b>	The Quandamooka Aboriginal Community Plan proposes that North Stradbroke Island Aboriginal Enterprises (CDEP), in response to the decline of the national program, should redefine its role to be the main agency dealing with employment, training and economic development on the Island.	
	<p><b><i>Development of a Workers Co-op</i></b></p> <p>The proposed Co-op will act as an umbrella organisation running a range of businesses and acting as the major employer on the island via an employment agency style role and acting as an Aboriginal owned Job Network</p>	
	The Co-op would also continue to administer government programs as one of its business activities and act as an employment centre (as in approved job networks) and business incubator, creating and arranging job placements, training and business opportunities for all Island residents.	

Key Element	Actions	Responsibility
<b>9.5</b> <b>Tourism Planning and Impact Management</b>	Establish a system for the management of visitors that balances economic, social, environmental and cultural sustainability through effective research, planning, management and evaluation	
	The proposed Regional Interagency Working Group (RIWG) will convene a publicly funded community tourism board comprising key North Stradbroke Island tourism stakeholders to ensure equitable delivery of tourism support. The body will facilitate marketing, product development, training, accreditation, research and pursue funding opportunities.	
	Progressively prepare conservation management plans for all the Island visitor hubs.	
	Develop a permit system for visitor access to applicable areas on North Stradbroke Island and Peel Island to raise revenue and allow that visitor numbers to be tracked to assist planning and management decisions.	
	Develop a Code of Practice for tourist operators with special provisions for those working in areas of high cultural sensitivity.	
	Facilitate the development of a regional multi-stakeholder economic development and tourism forum. At the forum, select an expert advisory reference group.	
<b>9.6</b> <b>Tourism Promotion and Education</b>	Promote educational tourism and educational product partnerships with Indigenous and non- indigenous organisations both on and off the Island.	

Key Element	Actions	Responsibility
<p><b>9.7</b> <b>Tourism Activities, Products and Services</b></p>	<p>Investigate opportunities for day based eco and cultural tourism products operating from proposed water transport facilities at Cleveland and Dunwich.</p>	
<p><i>A number of other actions listed in the main Plan.</i></p>	<p>A walking trail loop is proposed to take advantage of the existing ferry services to Russell Island (only short hop to southern end of North Stradbroke) from where tourists would be taken on guided walking or cycling tours of the Island, staying in established campsites, catching and cooking bush tucker and disembarking at Dunwich to return via the proposed Transport Terminal at Toondah Harbour. This would allow for a level of tourist development in the bay islands as a flow on effect of the creation of a circuit and would also provide opportunities for Gold Coast visitors seeking a cultural tourism experience while in the region. Products to be developed in conjunction with a trail network would include cultural interpretive guiding, bush tucker identification and traditional cooking, bushcraft and other eco/educational activities.</p>	
	<p>Educational tourism will be encouraged to take advantage of the growing international market. The style of low impact educational tourism being promoted by institutions such as the UQ Centre for Marine Sciences in Dunwich is supported by the plan, particularly where the flow on effect to the North Stradbroke Island community includes increased access to economic opportunities and to high quality educational and recreational facilities.</p>	

Key Element	Actions	Responsibility
<p><b>9.8</b></p> <p><b>Tourism Infrastructure</b></p>	<p>The planned water transport terminal facilities at Cleveland and Dunwich will include the capacity to deliver bay based tourism products, ticketing, permitting, information, cultural and educational tourism products, retail, parking and possibly short stay accommodation.</p>	
	<p>The Aboriginal community will actively encourage Redland Shire Council to negotiate with the State Government the upgrade and management handover of public jetties and boat ramps on North Stradbroke Island.</p>	
	<p>Assess the potential to develop further visitor management infrastructure in environmentally sensitive areas to manage impacts associated with self-guided access. Infrastructure management devices may include viewing platforms, ground-level boardwalks, elevated canopy walks, skywalks, interpretive jetties and platforms, composting toilets, picnic and barbecue facilities, drinking fountains, children's playground equipment and shelter sheds etc.</p>	
	<p>Ownership and management of land along the northern coastline of the Island is highly desirable in terms of tourist revenue.</p>	
	<p>As Dunwich develops, it is likely that beachfront land around the causeway may be required for development of beach facilities including food outlets. Such facilities could be developed as joint ventures or wholly owned and run by Traditional Owners.</p>	
	<p>Land on North Stradbroke adjacent to Russell Island will be required for infrastructure and development if the State connects the island by bridge.</p>	

Key Element	Actions	Responsibility
<b>9.8 Cont.</b>	A tourist resort could be developed near the southern end of the Island and be serviced by the existing Russell Island water transport. This location would be easily accessible by boat for Gold Coast based tourists. This is one way of developing tourism without further impacting on the existing townsites.	
	Consider preserving some infrastructure from sand mining operations during winding down and closure for future interpretive potential. The mining operations today represent a potential heritage attraction of the future and a demonstration point that interprets past exploitative practices and trends towards more sustainable operations.	
	Consider the development of a cultural/environmental education facility on North Stradbroke Island that provides learning experiences for visitors and short course (multiple day) programs for education markets. The facility may be eligible to be incorporated as a campus of the university network.	
	Conference and training centre to be developed in a quiet bush location.	
	Consider establishing foreshore camping grounds only in rehabilitated sand mining areas.	

## Resource Allocation and Funding

The Resource Allocation and Funding Strategy, through the actions outlined in the key elements, works to the issues identified by the community.

Key Element	Actions	Responsibility
<b>10.1</b> <b>Resource Base and Providers</b>	The proposed Regional Partnership Agreement will formalise the relationships between all parties and provide a means to coordinate applications to major funding sources at a Moreton Bay/Quandamooka regional scale	
	A broad and comprehensive resource base shall be established through relationships between government, Traditional Owners, industry and the community. Resourcing for the Community Plan will require, in many cases, additional resources to those already committed for necessary works and existing programs.	
	Cost and develop arrangements for tied triennial funding from State and Federal Governments for the implementation of planning and management activities as identified in the Quandamooka Aboriginal Community Plan.	
	Budget allocation will be consistent with the priorities as documented in this and future versions of the Quandamooka Aboriginal Community Plan.	
	Develop funding strategies that target industry sponsorship for specific projects or assist in partially funding major projects.	

Key Element	Actions	Responsibility
<b>10.1</b> <b>Cont.</b>	Work closely with industry in identifying strategic projects that may attract joint funding between the private-public sectors. Examples include cooperative marketing programs, private sector investment and management of public owned assets, joint venture partnerships to develop eco-cultural tourism and other industries.	
	Work closely with all levels of government to identify those projects that need to be funded in their annual budgets.	
	Via the Partnerships Queensland initiative, enter into formal funding arrangements with State service providers to achieve the outcomes of this Plan.	
	As part of budget development, all levels of government to list proposed projects in the ten identified strategic areas of this Plan for input by community at annual pre-budget release workshops.	
	With the advancement of global warming, the trading of carbon credits is looking likely as one way by which governments may regulate greenhouse gas emissions. The proposed system, called 'a national emissions trading scheme', suggests that owners of trees and vegetation can be paid to maintain vegetation by companies that produce emissions. The possible economic benefits of having Native Title over large areas of vegetation needs to be considered in negotiations.	

Key Element	Actions	Responsibility
<b>10.2</b> <b>User Pays Options and Non-Capital Concessions</b>	<p>Further investigation of economic instruments needs to be undertaken to achieve implementation of this plan such as incentives, user-pays mechanisms, developer contributions, regulatory and condition relaxations, donations etc. As a result of those investigations, a system of economic (or market-based) instruments such as user-pays charges and other revenue raising measures shall be developed to assist in the development of business enterprise, tourism and in the management of natural and cultural resources.</p>	
	<p>Allocate an economic value to all resources used or extracted within the Quandamooka Traditional Estate.</p>	
	<p>Develop a system for the incremental transfer of fee collection by Redland Shire Council from reserve land to Aboriginal Traditional Owners as they assume greater responsibility for reserve management.</p>	
	<p>All industries utilising the Island's resources will fund the management and mitigation strategies necessary to deal with any negative impacts associated with their activities.</p>	
<b>10.3</b> <b>Supporting Community Capacity to Provide Services</b>	<p>Opportunities shall be provided to enable the Aboriginal and the broader community to develop enterprises consistent with the Quandamooka Aboriginal Community Plan, that facilitate the generation of revenue so as to develop long-term economic independence for the Aboriginal community and create wealth to be used to implement the objectives stated in this Plan.</p>	

Key Element	Actions	Responsibility
<b>10.3 Cont.</b>	That the Australian Government, through whatever agency is at that time the peak body for Indigenous affairs, will conduct workshops at least twice yearly, to inform the North Stradbroke Island Aboriginal Community on available grant programs, and to update them on the progress of programs currently funded in the region.	
	Develop a Transition Plan for Reserve Management Transfer that deals with the financial transition of management of state reserve lands over time to the Aboriginal Traditional Owners.	
	Redland Shire Council in particular must recognise its obligation to return an adequate proportion of revenue from Island freshwater extraction to the mainland, back to the Island for the sustainable and responsible management of the resource. Responsible catchment management would almost entirely answer the employment needs of the community.	
	Catchment management costs be internalised in water pricing.	
	As the State Government receives revenue as a result of mining activities on the Island, the State must recognise its obligation to return a proportion of that revenue to the Island for the benefit of the local community. An equitable percentage of mining royalties paid by the Island mining industry shall be used to fund the critical need for impact management associated with that industry, both on and off mining lease areas.	

Key Element	Actions	Responsibility
<b>10.3 Cont.</b>	Prioritise sufficient resourcing to allow adequate staff recruitment and best practice program delivery within the Quandamooka Traditional Estate	
	Seek training from fund raising experts and collaborate with grant funding agencies, philanthropists etc to improve community capacity in the development of effective funding submissions.	
	Regularly prepare and submit funding applications for projects that meet eligibility criteria and use the Quandamooka Aboriginal Community Plan as an instrument to highlight how this funding assistance benefits the sustainable vision for the Island.	
	Prepare a funding database to centrally maintain and update grant funding programs and their eligibility criterion.	
	Seek funding assistance with the Moreton Bay Task Force and other regional management agencies for projects of regional significance and collaborate in joint funding campaigns.	
	Allocate agreed short, medium and long term funding to resource capacity building within the North Stradbroke Island Aboriginal Community organisations to facilitate implementation of the Quandamooka Aboriginal Community Plan.	
	Partnerships and joint ventures for management and integrated service delivery may be developed through regional agreements as proposed under the State Government's 'Partnerships Queensland Program'.	