

North Stradbroke Island

Draft Economic Transition Strategy

A sustainable economic future for
North Stradbroke Island/Minjerribah



Prepared by: Queensland Parks and Wildlife Service, Department of Environment and Resource Management

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December 2011

Message from the Chair of the Economic Transition Taskforce

Following the Queensland Government's announcement of its vision for North Stradbroke Island/Minjerribah, an Economic Transition Taskforce (the taskforce) was established to lead and coordinate the development of a long-term strategy for a sustainable economic future on the island. The taskforce is overseeing the development of three documents that provide a framework for economic transition on the island.

Targeted community and industry consultation has been undertaken in developing key strategies and actions.

- The **Economic Transition Strategy** seeks to establish a framework that encourages sustainable economic activity, with a focus on the importance of people, infrastructure and land.
- The **Planning for Action** draft plan identifies priority actions with the potential to contribute to sustainable economic growth for the island and its community.
- The supporting **Situational Analysis** provides detail about the current economic state, history, natural environment and geography of the island, and sets the policy framework for the strategy.

The taskforce recognises that a healthy business environment, able to support small business, will be critical to the island's economic future. The newly formed local Chamber of Commerce is represented on the taskforce and enthusiastically endorses this approach. The Chamber has also highlighted the need for immediate and meaningful action to support struggling businesses, which underpins the Planning for Action document.

The Quandamooka People have played a critical role in the work program of the taskforce. The Queensland Government is committed to engaging the Quandamooka People in all industry action areas, now and into the future.

These documents aim to inspire community discussion about actions and opportunities for positive and sustainable economic change. The documents are not Queensland Government policy. Rather, they have been developed to encourage an economic transition for the island that includes short, medium and long-term actions. Once these priorities have been identified by the community, government (local, state and federal) and private investors will be able to make informed decisions about future funding options.

There are a number of actions better suited to a longer timeframe because of the need for in-depth scoping studies or information that will only be available once land use planning processes are wrapped up. In some instances, the current market is not considered adequate to support these initiatives, but they have been noted for consideration. Land use planning, infrastructure development and social policy outcomes are other themes the taskforce has identified as critical to the island's future.

In its deliberations, the taskforce has emphasised the importance of a financial commitment from the Queensland Government that will enable the prioritisation of actions that provide the highest economic and social value to the community.

We recognise that community input and support is essential to achieving our goals and as such, feedback from all interested stakeholders is welcomed.

To provide your feedback or obtain a copy of the documents, please contact DERM via:

- NSI Strategy **phone** freecall 1800 194 064
- NSI Strategy **email** <straddiestrategy@derm.qld.gov.au>
- NSI Strategy **website** <www.derm.qld.gov.au/stradbroke/>
- NSI **Information Centre**, 7 Stradbroke Place, Dunwich.

Ian Fletcher

Chair, Economic Transition Taskforce

Director-General, Department of Employment, Economic Development and Innovation

List of acronyms

ATSI	Aboriginal and Torres Strait Islander
DERM	Department of Environment and Resource Management
ETS	Economic Transition Strategy
ILUA	Indigenous Land Use Agreement
NSI	North Stradbroke Island
QP&ATSI	Quandamooka People & Aboriginal Torres Strait Islander
QPWS	Queensland Parks and Wildlife Service
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RCC	Redland City Council
SEQ	South East Queensland
SPA	<i>Sustainable Planning Act 2009</i>

Contents

1	Planning for a sustainable economic future	1
1.1	The economic transition documents	1
1.2	The Economic Transition Strategy—an overview	1
2	The strategic policy context	5
3	Values and principles—A vision for Australia’s most sustainable island community	6
4	The island’s economy—issues, challenges, opportunities	8
5	The ETS approach	12
5.1	Early action	12
5.2	Future strategic directions	12
6	Implementation and review	14

1 Planning for a sustainable economic future

1.1 The economic transition documents

Planning for a sustainable economic future on North Stradbroke Island/Minjerribah (the island) has involved a comprehensive process of research, analysis and consultation in order to identify both strategic and tactical priorities and actions that will meet the economic needs of the island and its community. The planning process has resulted in the development of three key documents that aim to support the economic transition process for the island. A summary of each document and its relationship to the transition process is outlined below:

- **Economic Transition Strategy** (the strategy)—seeks to establish a strategic framework that ‘enables’ sustainable economic activity and identifies key strategies to support this approach. This strategy will provide the overarching framework for all action related to economic transition on the island. The document has been underpinned by the in-depth background research contained within the Situational Analysis report, along with input from the community, industry and government to develop a framework that is consistent with the aspirations and values of these key stakeholder groups. It is envisaged that public consultation on this strategy will provide the opportunity for the document to be refined where necessary based on additional feedback from interested stakeholders.
- **Planning for Action** (draft action plan)—forms part of the economic transition process and sits alongside the Economic Transition Strategy as the mechanism for identifying and implementing priority actions. The draft action plan identifies specific potential actions across a number of key sectors. Both the sectors identified and possible future actions have been identified based on an assessment of their capacity to contribute to sustainable economic growth for the island and its community in a cost effective manner. In addition, the potential actions have been drawn from a process involving combination of market research, industry and community consultation and feasibility assessment where possible. Further consultation on the draft action plan is being undertaken to seek wider community input to assist in the identification and prioritisation of future actions. Indicative costings have been provided to enable the community and interested stakeholders to undertake an informed assessment of each action area.
- **Situational Analysis**—supports the Economic Transition Strategy and draft action plan. It provides a context analysis detailing the current state of the island’s economy and presenting the broad parameters within which economic change will take place. The Situational Analysis is designed to identify key opportunities and challenges for the future industry and economic growth and development for the island. This document is being released as part of the public consultation process as a background document to the development of the strategy. Where necessary, the document will be refined based on additional feedback from interested stakeholders.

1.2 The Economic Transition Strategy—an overview

The primary objective of the Economic Transition Strategy (the strategy) is to find a pathway towards a sustainable economic future for the island. The Queensland Government’s decision to phase out sand mining and support the island community in making a transition to a more sustainable economy provides an unprecedented opportunity for the island community to reinvent its economic future to support the community’s aspirations and contribute to the environmental, social and cultural sustainability of the island.

‘Economic sustainability’ is defined in terms of achieving economic prosperity without compromising the island’s social, cultural and environmental values. While ‘economic prosperity’ is typically measured in terms of income and employment, the concept of ‘economic sustainability’ also places an emphasis on improvements in employment, education, health, culture, community well-being and the environment and an equitable distribution of these benefits. Both economic prosperity and sustainability rely on establishing a healthy economic base, involving a range of business activities, distributed throughout the year, and being able to better withstand fluctuations in the economic cycle.

This approach is consistent with the Queensland Government vision for the island and reflects the values that have been expressed by the community—both historically and in recent consultation processes—and can be summarised in the aspiration for the island to become Australia’s most sustainable island community.

Currently the island’s economy is comparatively fragile. In broad terms there has been a downward trend over the past decade or so. When combined with the global financial crisis (over the past couple of years) and weather events in Queensland (over the past 12 months), the weaknesses in the island’s economy have been exposed. This reflects problems in the fundamental makeup of the island’s economic base. While these issues pre-date any decision about an early cessation of mining, it is also recognised that the end to one of the key mainstays of the island’s economy will generate future issues that need to be addressed. The supporting Situational Analysis document provides substantial detail around the current state of the island’s economy.

The strategy seeks to establish a framework that ‘enables’ sustainable economic activity and identifies key actions to support this approach. It identifies people, infrastructure and land as critical pre-conditions for a competitive and prosperous regional economy. Rather than provide an exact number of local jobs, or a single ‘replacement’ industry for the phase out of mining, the strategy provides for a range of economic activities and projects that have been identified because they:

- are in keeping with community aspirations
- compatible with and complement existing market opportunities
- have been identified as supporting a long term sustainable future for the island.

Change of any sort can be testing, and in a small community, like the island’s, the issues raised can be challenging. However, there are also significant opportunities that will emerge through this process. The approach adopted in the strategy is to view these issues, opportunities and challenges as a catalyst to proactively plan for the island’s economic future.

The strategy recognises that not all industry sectors are appropriate for the island. In particular, that imposing an entirely new industry is unlikely to be accepted by the community or be viable in the long term. The strategy makes an assessment of the potential of different industry sectors to contribute to the island economy taking into account prospective sectors that would support economic sustainability—thus not only recognising the importance of industry to economic prosperity but also highlighting broader community aspirations such as environmental sustainability and addressing issues of social inequality. The strategy subsequently identifies four action areas as the most viable options for contributing to long-term sustainable economic growth on the island:

- sustainable tourism
- education and training
- locally-based small business and industry
- Quandamooka People and Aboriginal and Torres Strait Islander business opportunities.

These action areas are the focus of the Planning for Action document (draft action plan), which has been developed to identify practical, meaningful, ‘on the ground’ actions that will support the economic transition. Importantly, the actions identified are not mutually exclusive and there are a number of initiatives that will have prominence across more than one action area. For example, initiatives being proposed for Minjerribah Camping can be identified as part of the tourism, education and training and Quandamooka and Aboriginal and Torres Strait Islander business opportunities. This will result in reinforcing connectivity between sectors.

The strategy is not intended to be a complete blueprint for the island’s economic future. While some priority steps need to be taken immediately, others will evolve over time. The Economic Transition Strategy and draft action plan provide flexibility to support a range of economic actions and the capacity to respond to changing circumstances. It is intended that the community will review and revise this strategy over time, in a process of ‘responsive progression’ to ensure that it remains relevant and effective. It is also critical to allow the Quandamooka People, Aboriginal and Torres Strait Islander people and the broader community time to continue to build capacity and identify their priorities. Future initiatives will need to be undertaken in the light of progress made.

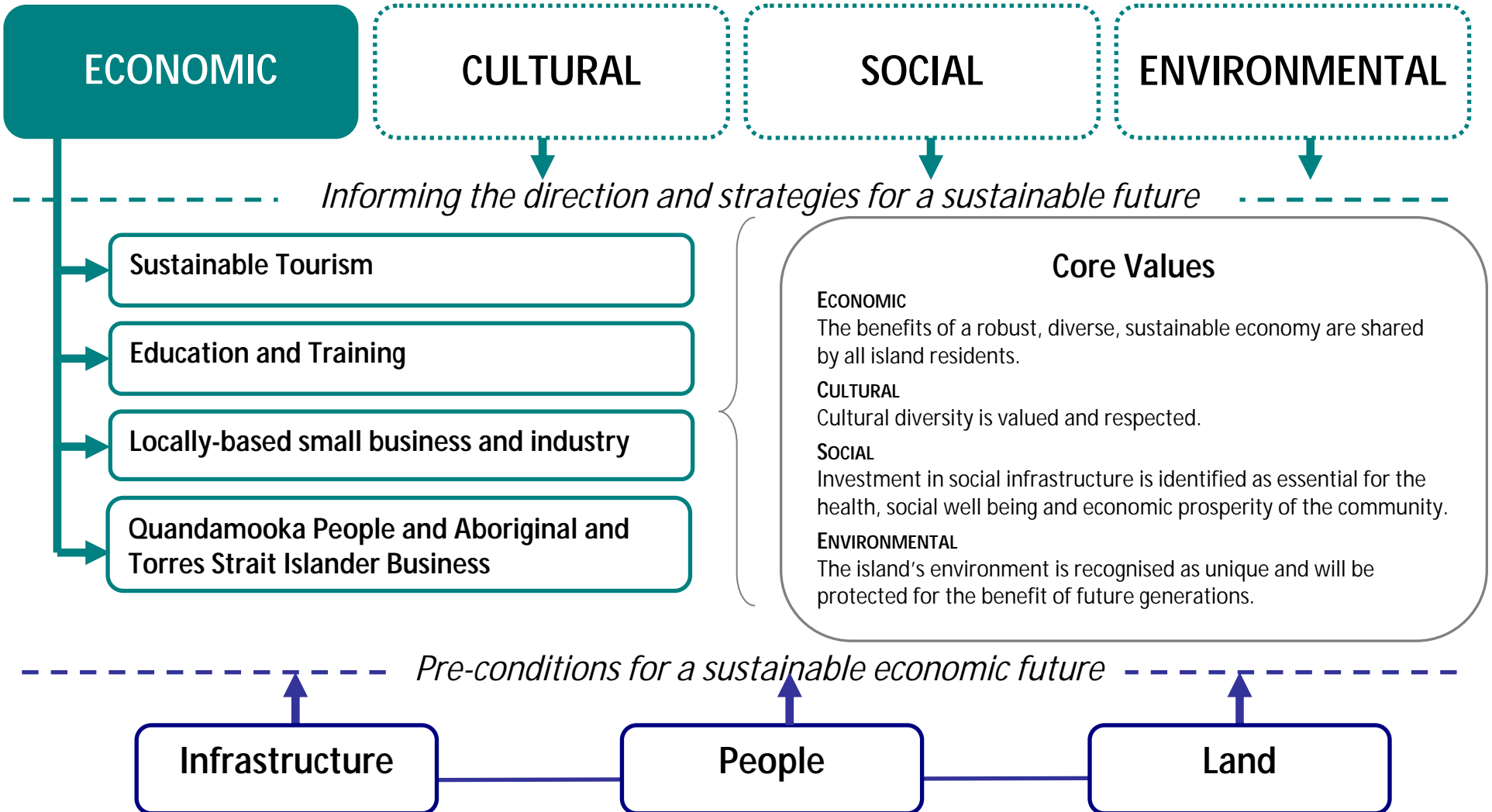
The Situational Analysis and community consultation have both identified concerns around social and physical infrastructure for the island. Given the type and quantum of investment associated with both social and physical

infrastructure and the processes used by governments (local, state and federal) to determine the best allocation of resources, the strategy does not make specific recommendation about what infrastructure should be funded. Rather, it supports the ongoing role of the Economic Transition Taskforce in identifying ‘off park’ physical infrastructure priorities from an island perspective and the potential oversight by the Ministerial Reference Group of a community needs analysis to identify future social infrastructure needs.

Provided on the following page is a diagram of the strategic framework in which the strategy sits. The diagram highlights the importance of not only considering economic sustainability, but social, cultural and environmental aspects in achieving the vision to become Australia’s most sustainable island community. These four key aspects have provided the basis for identifying the core values and principles upon which the economic future of the island is based. This strategy specifically addresses economic sustainability through the identification of key industry action areas and economic pre-conditions for achieving future growth. In addition, the strategy identifies future strategic directions for addressing social, cultural and environmental sustainability including key issues around community needs; social and physical infrastructure; and land and environmental management.

North Stradbroke Island/Minjerribah

Australia's most sustainable island community



2 The strategic policy context

The strategy has been prepared to support the Queensland Government’s June 2010 announcement of its vision for the island. This vision sets out the broad parameters within which the economic change will take place. The four key outcomes of the vision are:

- resolution of native title through an Indigenous Land Use Agreement (ILUA) with the Quandamooka People
- creation of national park across 80 per cent of the island by 2027—including 50 per cent by the end of 2011
- cessation of sand mining
- transition towards a sustainable economic future for the island.

The Queensland Government has already undertaken a number of initiatives to facilitate the vision. In particular, the passage of the *North Stradbroke Island Protection and Sustainability Act 2011* (the Act) in April 2011 that secured the phase-out of sand mining and facilitates declaration of 80 per cent of the island as national park by 2026 to be jointly managed with the island’s Traditional Owners, the Quandamooka People.

The native title determination, handed down by the Federal Court of Australia in July 2011, recognises the Quandamooka People as native title holders and the negotiated Indigenous Land Use Agreements set out the Quandamooka People rights as Traditional Owners, custodians and managers of their traditional country.

In addition the Queensland Government has established the Economic Transition Taskforce to oversee the development of an Economic Transition Strategy. This strategy is underpinned by a Situational Analysis, which is provided as a separate document to the strategy.

Redland City Council (RCC) has outlined its vision and strategies for North Stradbroke Island and the broader Redlands community through the Redlands 2030 Community Plan and subsequently through Council's Corporate Plan. Various strategies that have been put in place by RCC, including a summary of priority projects for the island, are described in more detail in the Situational Analysis.

3 Values and principles—A vision for Australia’s most sustainable island community

There are a number of core values and principles that have been articulated by island residents as critical in shaping their future vision for the island. These can be captured by the aspiration for the island to become Australia’s most sustainable island community and a vision for the island’s future in which the island’s unique and special qualities are treasured, with the character and culture of the island recognised as making it an attractive place to live and visit. It is acknowledged that not all of these values are mutually exclusive and that what is required is a balanced approach to meet community aspirations.

The following core values and principles are considered to be critical:

- **Economic:**
 - the benefits of a robust, diverse, sustainable economy are shared by all island residents
 - equity amongst all island townships and groups is fostered and equity with the broader Queensland population is sought. Thus the island will promote respect for all people, and equal rights and opportunities for all island residents
 - future development will complement the island’s natural characteristics, promoting sustainable and environmentally responsible practices and respecting the Traditional Owners and the cultural values of the island
 - the significance of economic sustainability is acknowledged, placing importance on the interdependence between economic, cultural, social and environmental prosperity
 - capacity building and cooperative management of the economy are valued as important features of creating wealth on the island
 - economic activity (and island life more generally) will need to be supported by adequate and appropriate physical and social infrastructure.
- **Cultural:**
 - a wide view of culture is embraced and its role affirmed in protecting and developing the strengths of the island community
 - the island’s rich heritage and cultural history are protected
 - the knowledge and experience of the Quandamooka People, including their connection with land and sea, are considered pivotal
 - sites of spiritual and cultural significance to the Quandamooka People are respected.
- **Social:**
 - investment in social infrastructure is recognised as essential for the health, social wellbeing and economic prosperity for the community
 - equity and social justice are promoted in all areas of community life
 - maintenance of the strong sense of a safe, friendly and cohesive community that attracts many people to live on the island.
- **Environmental:**
 - the island’s environment is unique and will be protected for the benefit of current and future generations
 - the natural ecology of the island—its wildlife, plants, sea life and land form—is deeply respected, both on and off the national park.

Alongside these are some specific outcomes sought for the island’s future economy. These include:

- creating a range of fulfilling employment opportunities that support all communities on the island while enhancing its ecology and cultural values
- highlighting, prioritising and building on existing skills and business strengths through education and training
- emphasising the importance of indigenous and other local culture and knowledge when identifying future business opportunities
- recognising that the ecological values of the island will be a key attraction both to residents and visitors
- seeking opportunities to export knowledge, culture, arts, goods and services that exist on the island and reflect its unique qualities
- fostering economic activity that connects different cultures, and connects people with environment
- promoting the aspiration for the island to become Australia’s most sustainable island community through business activities that adopt environmental standards and using credible sustainable performance as a key decision making policy.

Achieving the vision for the island could be supported by existing programs such as the ‘Caring for Straddie’ program, Queensland and Commonwealth governments’ energy efficiency programs, and local government waste recycling programs.

Consistent with the vision for the island, there needs to be widespread acceptance of core values for the island’s future and associated principles which will be used to guide future economic transition strategies.

4 The island's economy—issues, challenges, opportunities

Evidence suggests that the island's economy, in its current state, is not sustainable. A detailed discussion of the socio-economic status of the island is provided in the Situational Analysis.

People, land and infrastructure are pre-conditions for a competitive and prosperous regional economy. The Situational Analysis identifies a variety of issues, challenges and opportunities associated with each of these themes. Table 1 on the following page provides a summary of these issues, the challenges they pose, and the opportunities that exist to address the issues within the context of the strategy.

There are a number of key challenges that need to be addressed as part of the short and longer term economic transition for the island. Those highlighted through the Situational Analysis include:

- **People:**
 - economic and environmentally sustainable levels of population should be sought
 - social and economic disadvantage through the island community should be addressed
 - the social and economic implications of an ageing population should be managed
 - workforce participation should be improved
 - current levels of education should be increased
- **Infrastructure:**
 - adequate and affordable means of marine transportation and supporting harbour facilities should be recognised as critical in managing the island's relative isolation
 - other basic physical infrastructure needs—such as adequate sewerage facilities and maintenance of roads—should be recognised as matters that require consideration as is the case in all Queensland communities
 - the island's isolation should be recognised in any evaluation of social infrastructure requirements
- **Land:** the availability of land and an assessment of appropriate land use should be considered critical.

The Situational Analysis concludes that existing opportunities are very limited without an economic transition process. The key exception is the native title resolution, which will go a significant way toward enabling processes that will ultimately lead to the land availability issue being addressed. Opportunities become more evident when looking at the unique qualities of the island, its natural environment and the community itself rather than focusing on existing specific issues. While these are less tangible assets, they underpin the broad direction of the strategy and the approach it adopts to the economic transition.

Table 1. Key issues, challenges and opportunities

Theme	Key issue	Challenges	Opportunities
People	Appropriate population to support economic and environmental sustainability	<ul style="list-style-type: none"> Current trend is decline in population—1.3 per cent per year. 	<ul style="list-style-type: none"> The Land Use Planning Study and government planning processes do not impose a specific population cap.
	Social and economic disadvantage of ATSI population	<ul style="list-style-type: none"> Against a wide range of economic and social criteria, ATSI population is highly over represented as a disadvantaged population. 	<ul style="list-style-type: none"> Quandamooka People provide a wealth of cultural, social and environmental management expertise. Quandamooka People have a high degree of self-management in a range of areas such as health, cultural heritage management, land and sea management, etc. Native Title determination will increase equity. Joint management of national park providing a variety of economic opportunities.
	Aging population	<ul style="list-style-type: none"> Increases need for social infrastructure. Potential decrease in availability of labour. 	<ul style="list-style-type: none"> Assessment of social infrastructure needs through a community needs analysis. Education and training opportunities to address issues around workforce availability.
	Low level of workforce participation	<ul style="list-style-type: none"> A lack of full time and varied employment opportunities. An end to mining will further reduce employment opportunities. Issue particularly apparent in ATSI population. 	<ul style="list-style-type: none"> Increase participation rates through diversifying economic base and emphasising the importance of education and training. Support Quandamooka and ATSI business aspirations and initiatives with the intention of increasing employment opportunities.
	Comparative levels of disadvantage experienced by island population	<ul style="list-style-type: none"> High level of disadvantage experienced in many parts of the island linked to economic, educational and occupational resources. 	<ul style="list-style-type: none"> Community needs analysis designed to support understanding and responding to the issue of social equity.
	Disparity on the island between levels of disadvantage	<ul style="list-style-type: none"> Disparities in level of income, services and quality of life between different townships. 	<ul style="list-style-type: none"> Diversification of industry base advocated to create greater economic opportunities in all townships.
	Low levels of education on the island	<ul style="list-style-type: none"> Need to encourage students to remain on the island during high school. Need for increased access to education and training programs. 	<ul style="list-style-type: none"> Increase provision of, and access to, education and training programs. Community needs analysis to support further understanding of the issue and appropriate responses.

Theme	Key issue	Challenges	Opportunities
Infrastructure	Physical infrastructure	<ul style="list-style-type: none"> ▪ The island’s isolation creates particular needs with regard to transport infrastructure. ▪ On-going feasibility of the ferry service will need to be managed in the context of the cessation of mining which would have significant implications for industry and residents. ▪ 	<ul style="list-style-type: none"> ▪ Infrastructure requirements will need to be assessed within the broader framework in the context of local, state and federal government priorities. ▪ Prioritisation of infrastructure to assist in distinguishing between critical and desirable outcomes.
	Social infrastructure	<ul style="list-style-type: none"> ▪ The island’s isolation creates particular barriers with regard to provision of social services. ▪ Small size of the population creates challenges to justifying service provisions. 	<ul style="list-style-type: none"> ▪ Community needs analysis will support an assessment of social infrastructure needs.
Land	Land availability	<ul style="list-style-type: none"> ▪ Land availability has been limited in recent years due to current planning framework ▪ Limited information about land potential. ▪ Timing of studies does not always align with investment considerations. 	<ul style="list-style-type: none"> ▪ Township planning will ensure allocation of land for commercial, residential, recreation and community use. ▪ Resolution of native title opens up the opportunity for land use planning to move forward. ▪ Aligning identified economic opportunities with appropriate land use.

Industry

People, land and infrastructure are essential in developing a strong industry and employment base for the island. The future direction of industry development and growth on the island will influence, and be influenced by, these economic pre-conditions.

While the existing economy of the island is dominated by the mining and tourism sectors, the move away from mining will significantly change the island's industry and employment profile. It is recognised that future industry development on the island will need to be based on a clear understanding of the types and styles of industry that will be both acceptable to the community, viable for private sector investment and can provide an appropriate level of employment and contribution to the island economy. As set out in the Situational Analysis, there are a number of key challenges faced by the community in planning for the future industry development and growth.

Industry diversity

- the current industry and employment profile on the island is dominated by mining (14 per cent of all jobs) and tourism (16 per cent of jobs in accommodation and food services)
- general services and the trade sector also make up a large proportion of the island businesses, many of which are likely to be supporting the mining sector
- while not a mono-economy, this economic base is not considered sufficient to allow for a sustainable future for the island
- visitation seasonality has a large influence on business viability and places increased pressure on community infrastructure and services in peak periods
- there is a need for a diversity of business and industry on the island to support a viable and prosperous economic base into the future.

Employment and income

- workforce participation rates are low, with a current lack of full-time and varied employment opportunities
- the current weekly median individual income of island residents is lower than the Australian average
- there is a disparity between the average incomes of workers employment in the mining and tourism sectors
- with the phase out of mining, and without appropriate economic growth over the next eight years, there is likely to be a reduction of the gross income from employment on the island as well as a further increase in competition for available jobs
- expansion of existing sectors or emergence of new industries, coupled with appropriate education and training opportunities can assist in increasing the supply of local workers and the availability of relevant jobs.

5 The ETS approach

5.1 Early action

To facilitate economic transition on the island, early action is required. In addressing the challenges for industry growth there is a need to focus on the identification of practical, meaningful, ‘on the ground’ actions. The separate Planning for Action document (draft action plan) aims to guide short to medium-term action to support the transition of the island economy to a sustainable base. The notion of developing an action plan is designed to increase emphasis on priority projects for key industry sectors that have the potential to contribute to sustainable economic growth for the island and its community.

5.2 Future strategic directions

The strategy recognises that the early actions that have been identified as a part of the draft action plan are only one aspect of the transition of the island’s economy. As the Situational Analysis demonstrates, the transition process will need to extend beyond the specific measures identified in the draft action plan.

The strategy does not attempt to resolve these matters. Rather, it identifies the appropriate processes through which they can be addressed.

People

The strategy places a strong emphasis on addressing a number of the key challenges identified with the people as a pre-condition to a competitive and prosperous regional economy. In particular, it highlights the importance of creating a wider range of employment opportunities than currently exists, improved workforce participation and mechanisms that will address the currently high levels of inequality, amongst island residents and between island residents and South East Queensland. While economic and social well-being are closely linked, this strategy cannot address all of the social issues facing the island.

The NSI Reference Group, chaired by the Minister for Environment, has been tasked with undertaking a community needs analysis. The recent establishment of two advisory panels to address social and community needs and youth issues, could provide oversight of this analysis and play a critical role in identifying current social issues faced on the island, that extend beyond the scope of this strategy.

Infrastructure

The Situational Analysis highlights the role of adequate physical infrastructure in supporting economic industry growth and attracting business investment and that a lack of appropriate infrastructure is recognised as a constraint to business investment through increasing costs and impacting on market viability. It also notes that the island’s physical infrastructure needs are similar to most isolated communities, with the main concerns being focused on connectivity in terms of transport and telecommunications, with a particular concern around sewerage capacity. There are also a number of social infrastructure needs that have been identified.

Given the type and quantum of investment associated with both social and physical infrastructure and the processes used by governments (local, state and federal) to determine the best allocation of resources, the strategy does not make specific recommendation about what infrastructure should be funded. Nor is it appropriate to consider potential medium to long-term infrastructure priorities and make associated funding decisions until a land use planning study has been completed.

Nevertheless, the particular circumstances generated by the economic transition means there is a heightened need for the island community to identify its requirements to inform government’s decision making processes.

On this basis the Economic Transition Taskforce, established to support the oversight of the economic transition, could provide advice to all tiers of government with regard to the economic infrastructure needs of the island. A preliminary list of potential infrastructure priorities is provided in the Situational Analysis with the view to a report being provided to all levels of government regarding these priorities.

Of particular importance are an evaluation of Toondah and Dunwich harbours and maintaining an acceptable and affordable level of accessibility of the island through the ongoing viability of the ferry service as mining comes to an end. As discussed in the Situational Analysis, if the ferry service does become at risk with regard to either affordability or frequency, island businesses and residents will experience heightened levels of isolation, which is not considered consistent with the objectives of the Economic Transition Strategy.

Furthermore, as previously mentioned, the NSI Reference Group chaired by the Minister for Environment has been tasked with undertaking a community needs analysis. The recent establishment of two advisory panels to address social and community needs and youth issues, could provide oversight of this analysis.

Land

The Queensland Government in conjunction with Redland City Council and the Quandamooka People will undertake a land use planning study to identify appropriate areas for recreation, commercial and residential use on the island. This land use planning study will be coordinated with tenure administration processes and other statutory planning requirements. This will ensure coherence with future township planning, tenure allocation decisions, national park management planning and water allocation planning.

The first step in the planning study will be to identify constraints on State land excluding national park and protected areas. The study will focus on State land:

- where exclusive native title exists
- within township areas
- within the water reserve
- within mining lease areas.

State land that will not be considered includes land that is part of stages one or two of the national park gazettal, land south of the water reserve and most of the area proposed to be national park by 2026.

The land use planning study will be a staged process:

- stage one—a constraints analysis to identify areas for detailed planning. It will have regard for existing planning constraints, the views of the Quandamooka People, and the Economic Transition Strategy including the draft action plan.
- stage two—the second stage will undertake detailed planning investigations to identify developable State land, the most appropriate use of land including protected areas and reserves and recreational areas, and any planning scheme changes considered necessary to achieve cultural, economic and environmental outcomes.
- stage three—upon completion the State will brief the planning Minister on the outcomes of the planning study. If the planning Minister considers that amendments to planning instruments are required then the processes set out in the *Sustainable Planning Act 2009* (SPA) must be followed. Redland City Council may, having considered the outcomes of the study, amend their planning scheme following the normal SPA processes.

6 Implementation and review

To facilitate the economic transition process for the island, the Economic Transition Strategy recognises the need for early action. In addressing the challenges for industry and economic growth there is a need to focus on the identification of practical, meaningful, ‘on the ground’ actions that provide value for money, the community and the economy as a whole. The draft action plan aims to identify specific actions across key sectors that have the potential to contribute to sustainable economic growth for the island and its community.

Following the consultation period the strategy documents will be finalised for public release. For a successful transition process, it is critical that the strategy be seen as an ongoing process. Actions identified are a starting point for a positive economic change that can, through community ownership, provide direction toward an exciting future for a sustainable island community.

Implementation of the actions identified in the strategy will require a collaborative effort from the whole island community, including the Quandamooka People, local businesses and their representative bodies, institutional and cultural stakeholders as well as from local, state and federal government. The strategy will also require ongoing monitoring and review by the community to ensure the vision for the island, including the core values and principles articulated in the strategy, are being adhered to, and that the outcomes sought are being realised.

The Queensland Government will take a lead role in coordinating and monitoring the implementation of the economic transition process and priority actions once the final documents are released. It is recognised that the Economic Transition Taskforce will play an essential role in the implementation process in ensuring that community, industry and local government ownership and input is sought.

It is also proposed that the taskforce oversee the process of prioritising physical infrastructure needs on the island and that the reference group be tasked with undertaking a detailed community needs analysis in relation to social infrastructure. These processes will then be used to inform government decision making at the local, state and federal levels.

While community leadership is vital for a successful transition to a viable economy, it is also critical that the community work with a range of stakeholders that can provide valuable resources, training, support and funding. The implementation process will require a more detailed assessment of the resources required to implement the strategy and to develop a process for seeking these resources (including training, support and funding) from various stakeholders. In the meantime, it is assumed that stakeholders (including local, state and federal governments) will assess their capacity for providing such support to the island.

This strategy has been prepared by the Department of Environment and Resource Management and the Economic Transition Taskforce with assistance from the following consultants—SGS Economics and Planning, Education Island, EC3 Global and the Quandamooka Land Council.