"Our Sustainable Future"





Cape York Sustainable Futures Inc.

The Future for Environmental Management On Cape York Peninsula



28th February 2012



EXECUTIVE SUMMARY FOLLOWING CYSF CAIRNS ENVIRONMENTAL WORKSHOP

Cape York Sustainable Futures exists to enhance the quality of life of the people of Cape York Peninsula through achieving social development, sustainable economic and environmental aspirations.

Cape York Sustainable Futures vision is to foster:

- A cohesive viable community with enhanced quality of life for residents that values all cultures, and reveres their combined history throughout Cape York Peninsula,
- An informed community, involved and able to participate in those decisions that affect or impact on their quality of life now and in the future.
- A community framework that supports economic equality in Cape York Peninsula
- Broad promotion and representation of the priorities and ecological values of Cape York Peninsula.
- An educated, informed and committed membership, dedicated to the ongoing development of the community

Cape York - A Captured Community

From managed communities----

Shaped by history - for generations the communities of Cape York have been influenced by a variety of institutions such as churches and the various levels of government.

The community of Cape York engaged with the CYPLUS process in the 1990's and with the formulation of the "heads of agreement" which was established between conservation, pastoral and aboriginal stakeholders, there was great anticipation for the future.

The last decade has witnessed a series of environmental initiatives by the government which notwithstanding the best intentions have seen community engagement and ownership largely overlooked. Examples of this can be seen with the buy-back of leasehold land for national parks, Wild Rivers legislation and the proposed World Heritage listing.

Cape York Sustainable Futures (CYSF) has through its membership base and networks, received feedback of disillusionment within the community of Cape York as to its future. It has been expressed to CYSF that there is a direct link between economic growth and environmental management. This sentiment came to a head at a land forum held at Laura on 2nd & 3rd December 2011. That forum passed the following resolutions:

"That this meeting seeks to return the ownership and responsibility for land stewardship and environmental management in Cape York to the people of Cape York who have been conserving their lands for hundreds of years.

This meeting seeks a written commitment from all parties contesting the 2012 Queensland State election to:

- Immediately provide secure land tenure in Cape York
- Repeal the Wild Rivers Act
- Reject World Heritage listing of Cape York

"The incoming Queensland State Government must put in place a protection regime which acknowledges and resources the role and responsibility of all residents and land managers and continues to consider the economic, community & environmental outcomes for the people of Cape York"

To give effect to these resolutions CYSF engaged Dynamic Exchange to implement a programme to measure the effectiveness of current environmental management regimes and develop a blueprint for the future.

Community Survey

The online survey was sent to approximately 400 Cape York respondents representing the Cape York community, NGO's, service providers and government interested in environmental management and 185 responses were received. This represents a response rate of approximately 40%. Participants identified personal motivations, current experiences and aspirations in respect of environmental management in Cape York. This values based survey is internationally recognised and the results independently assessed.

A full report of the survey outcome is contained within appendix 1. The results indicate a severe misalignment between the makeup of the values people hold personally and those they experience with respect to the current state of environmental management.

In summary the survey identified **personal motivations** to include concern for future generations, honesty, environmental awareness, community involvement, family, positive attitude and integrity.

Current experiences across all sectors included bureaucracy, confusion, misrepresentation, lack of cooperation, uncertainty, manipulation, control and a short term focus. All groups identified accountability, community ownership, community involvement, environmental awareness, long term perspective, community engagement,



future generations, sustainability and collaboration as their values for future direction.

The survey mentioned the entropy level of environmental management in Cape York. Entropy is the level of dysfunction in systems and a representation of potentially limiting values.

Environmental management in Cape York ought to reflect a balance between economic development stewardship of our natural resources and the social well-being of our communities and should not exceed 10%.

An entropy score of less than 20% is seen as a healthy culture and over 40% seen as critical requiring culturally structural transformation.

The entropy across the sectors was 64% which is an exceedingly high level of entropy concentrated around systems, processes, efficiencies and regulations and indicated a need for an immediate change in policy.

Respondents from all sectors found bureaucracy, lack of cooperation, confusion and misrepresentation as key descriptions of the current state of environmental management in Cape York. Interestingly the government response identified partnerships, community engagement, community involvement and collaboration as current values. This indicates that whilst these indicators are contained within the government philosophy is not being born out in implementation.

Summary.

It is the view of CYSF that the results of this survey indicate a high level of dissatisfaction and dysfunction in the current approach of environment management in Cape York. The risk associated with this finding is that without a complete system change the residents of Cape York will become disconnected with the process of environment management in the region. Our organisation takes this threat seriously.

The results of this survey reveal that, while there are some positive responses with the Government acknowledging community engagement and involvement, the survey shows the current approach is having a negative impact on community social capital, demonstrating a lack of faith in government. The results show that the people of Cape York lack confidence in the future because of rigid, restrictive systems and that imposed processes are hindering enterprise and progress.

Building our Future Together – A Workshop

A CYSF commitment is to harness the diversity of the Cape York community to develop a road map for (a) world leading community based environmental sustainability and growth. To advance this, CYSF brought over 30 stakeholders together for an intensive two day workshop. This workshop identified the desired personal values of participants to be: Accountability, Community involvement and Environmental awareness.

The strategic discussions focussed on four key directions:

- A balance between people's needs and protecting natural resources
- Effective management of the impact of human societies on the environment
- A legacy of protecting eco systems for future generations
- Collaborative Governance

Our Vision for Cape York

Cape York is renowned for its exceptional community and environmental health, well-being and diverse lifestyles.

Five Core Values

Core values were identified as:

Community Ownership: Local people - Local solutions - Regional well-being.

Accountability: Responsible, focussed action.

Long term perspective: Aspiration – Wisdom - Commitment.

Sustainability: Caring today for tomorrow – Vision; Resilience; Success.

Collaboration: Working together to share the benefits.

Key Themes

To achieve the vision, and based on the core values five key themes were developed at the workshop:

- Social capital
 - Security
 - Community ownership
 - Stewardship and
 - Relationships

Goals

The key short term goals are:

- To ensure long term funding programs;
- Land owners manage their land achieving productive, economic, cultural and ecological outcomes; and
- Respect and recognition of stewardship and knowledge.

Three priority themes and actions were identified:

Stewardship: Landowners manage their land achieving productive economic, cultural and ecological outcomes.

Security: To deliver a just and secure ownership for a stable future in Cape York.

Community ownership: Local communities making local decision on environmental management and resource use.



To the future: strategic directions for growth and sustainability----

CYSF has received a report from the workshop which is attached as appendix 1. CYSF has developed the following strategies from that report:

- A moratorium on all major policy decisions from all levels of government to allow a collaborative community based process for environmental stewardship, economic development and community wellbeing to be developed.
- To facilitate a Cape York environmental Strategy, owned by the people of Cape York, to create a positive future.
- To enter into a whole of community approach and engage indigenous people in the Cape York environmental strategy
- To enlist the support of government to extend and implement the process and to undertake community forums across the region.

Environmental Management Blueprint

Out of this process CYSF will deliver to Government a world class community owned and driven Environmental Management Plan encompassing a holistic and triple bottom line approach to environmental management economic development and community growth against which Government can safely measure all policy, regulation and funding to ensure the future of Cape York is secure. The balance between environment, economic development and community growth will not only be restored but will be sustained well into the future.

A Circuit Breaker/action plan for the future

Immediately

- Moratorium on major policy decisions
- Undertake community forums including all stakeholders to establish an agreed decision making process/framework
- Establish community governance in partnership with government to determine and implement policy

- Facilitate leases for commercial and community uses on leasehold and aboriginal land.
- Facilitate tenures for home ownership.
- Ultimate goal for tenure resolution process identified and program completed urgently.
- Facilitate development of suitable economic infrastructure for Cape York Peninsula such as road access, IT and communications, small business, tourism and the necessary support in training, mentoring and capacity building.
- Health & Well Being promote all aspects of a healthy, educated and safe communities and provide for growth in social change management and opportunities.
- Strategic Conservation and Stewardship Focus on identifying and highlighting key conservation and overall habitat values across Cape York, determining stewardship priorities and establishing long term programs for these (fire, weeds, feral animals, catchment integrity, protecting riparian, wetland and identified key habitats etc.).
- Mining Confirm that any new mining lease/new mine will be assessed in accordance with stringent environmental impact and in the context of the social, cultural and ecological values of Cape York.
- Wild Rivers Recall or remove the impediments of major constraint/concern to the communities.
- World Heritage Postpone current consultation, urgently finalise work on cultural and natural values and their threats/conservation needs. Engage communities when there is a management framework and proposed boundaries which reflect values and management needs.

The future is in our hands!

"Our Sustainable Future"



The Future for Environmental Management On Cape York Peninsula



Dynamic Exchange

KEY CONCEPTS FOR THE SURVEY AND THE WORKSHOP

People in their capacity to come together and choose to be accountable, are our best shot at making a difference...

The single point of accountability is the Community collaborating with Government and Service Providers as enablers.

Once this accountability is clear.... this program seeks to integrate community benefit with appropriate government strategy and effective service delivery.

This is a community based initiative sponsored by Cape York Sustainable Futures to build a world leading environmental management plan in collaboration with Government and Service Providers. As we embed this approach, we move from a mindset of institutionalised control and legislative compliance to collaborative governance that is embraced as 'good for the community'- underpinned by partnership in building strategy, consistency of policies and services and personal responsibility.

> The report indicates that environmental management in the region currently comprises a collection of restrictive policies and frameworks operating near one another, but not often integrated... thereby hindering enterprise and progress

From: Regulatory, legislative

compliance

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10:

ENVIRONMENTAL MANAGEMENT VALUES SURVEY

WHAT IT IS AND HOW IT WORKS

The most successful communities are those that display high levels of social capital. The social capital is formed from an expanding shared sense of belonging, shaped by the idea that only when we are connected and care for the well being of the whole, that a viable and sustainable community is created.



They embrace democratic processes that focus on equality, openness, fairness, transparency, trust and social justice. Thereby, building their social capital by creating rules, systems and process where collaborative governance thrives... and at the same time display high levels of integrity around how the rules and regulations are implemented.

In this context the values survey focused on the community in the cultural and natural landscapes and specifically relates to environmental management.

The diagnostic was distributed to 400 participants who live or work in Cape York. 185 responded... An excellent result! The results inform at 3 levels;

- 4. What are the personal motivations of our community members and stakeholders
- 5. What are our current experiences with respect to environmental management in Cape York
- 6. Our aspirations What direction should we be heading towards



Provides a road map for implementing a world leading Environmental Management program

ENVIRONMENTAL MANAGEMENT OF CAPE YORK – SURVEY RESULTS (185 RESPONDENTS)

These are the top 10 values selected by each demographic from a possible 100 values.



Our values reflect what is important to us. They are a shorthand way of describing our individual and collective motivations. Together with beliefs, they are the causal factors that drive our decision-making.

ENTROPY SCORE

A Generic Entropy Description

The following table shows the corrective measures associated with different levels of cultural entropy.

0 - **10%** Healthy Culture: This is a low and healthy level of cultural entropy.

11 - **20%** Minor Issues: This level of cultural entropy reflects some degree of dissatisfaction requiring cultural or structural adjustment. It is important to reduce the level of cultural entropy to improve individual and societal well-being.

21 - **30%** Significant Issues: This level of cultural entropy reflects potential unease and/or social unrest within the population requiring immediate attention. It is important to reduce the level of cultural entropy to improve individual and societal well-being.

31 - **40%** Serious Issues: This level of cultural entropy reflects unresolved issues among the population that, if left unaddressed, could create conflicts requiring resolution. It is important to reduce the level of cultural entropy to improve individual and societal well-being.

41%+ Critical Critical Issues: This level of cultural entropy reflects endemic issues that could lead to demonstrations, disorder and financial disruption indicating a need for change. It is important to reduce the level of cultural entropy to improve individual and societal well-being.

Entropy Report 64%

Potentially Limiting Values create cultural entropy. Entropy is a measure of the degree of dysfunction in a system and represents the proportion of votes for potentially limiting values.

Results indicate a severe misalignment between the make-up of the values people hold personally and those they experience with respect to the current state of environmental management. Entropy reflects issues requiring immediate attention.

It is important to reduce the level of entropy to 5%-10% if we are to step closer to a balance between economic development, stewardship of our natural resources and the social wellbeing of our communities.....



WHAT DO OUR 3 DEMOGRAPHICS EXPERIENCE

The current state....

ntropy 62% acy	Entropy 70% 1. bureaucracy 2. confusion
,	
 ר	2. confusion
•	
nty	3. misrepresentation
operation	4. manipulation
-	5. lack of cooperation
sentation	6. control
· .: :	7. uncertainty
uilding	8. interference
m focus	9. information hoarding
milliocus	10. empire building
r	rm focus



ANALYSIS OF THE SURVEY RESULTS INDICATES THE FOLLOWING:

1. STRENGTHS OF THE PEOPLE OF CAPE YORK

- Focus on serving society and protecting the planet
- Appreciation for their close, personal relationships
- Transparent and considerate interactions with others
- A proactive approach and follow through in their endeavours
- 2. KEY ISSUES FOR CURRENT ENVIRONMENTAL MANAGEMENT OF CAPE YORK
- Rigid and restrictive systems and processes hinder enterprise and progress.
- Lack of confidence in the future
- Misuse of power and focus on self-interests prevents communication and cooperation.

Generic statement on entropy results

64% of all votes were for potentially limiting values.

"This is a high level of entropy that could lead to riots, civil disobedience and social unrest".

The entropy is highly concentrated around systems, processes, efficiencies, and regulations and indicates a need for change in policy that could also be accompanied by a change in government".

However, the degree of entropy around 'relationships' also is highly significant and indicates that people lack a sense of security and positive connection with others.

THE WAY FORWARD FOR ENVIRONMENTAL MANAGEMENT OF CAPE YORK

Participants want to bring focus to three of their Personal Values in the Desired Culture:

- Accountability (the top Desired Culture value),
- Community involvement and
- Environmental awareness.

The top Desired Culture values are concentrated around 'Transformation', calling for greater citizen engagement and support for renewal and development.

In summary respondents are asking for:

- Individuals to step up and take part in the improvement of the management of the environment.
- This group sees a need for people to demonstrate full responsibility for their actions, while taking an interest in contributing their talents, knowledge and resources to environmental management.
- They want to have a positive impact for the years to come. The people of Cape York want to promote efforts that preserve natural resources.
- Looking to the future they are asking to develop resilient systems that will support the community and the management of its environment and provide results that will stand the tests of time.
- Fostering effective group efforts is important to the people of Cape York.
- There is a call for people to offer transparency around their motives and directives, while encouraging mutually supportive relationships to reach shared goals.

Building our future 'together'

PROGRAM STRATEGIC PRINCIPLES....FOR THE FUTURE OF ENVIRONMENTAL MANAGEMENT

This program promotes early engagement

– not intervention





Raising awareness of the essential interrelationship between the three areas of environmental sustainability.

The global picture....

- Less reliance on fossil fuels and heavy metals
- Less reliance on synthetic chemicals that persist in nature
- Less destruction of nature
- Allowing all people to meet their basic needs

Participants were asked of their experiences with respect to the following....

What would it mean to experience......

- 1. A balance between people's needs and protecting natural resources.
- 2. Collaborative governance
 - Transparency and effective communication
 - Early engagement
 - Policies that are 'fit for purpose'
- 3. Effective management of the impact of human societies on the environment
- 4. A legacy of protecting eco systems for future generations

STRATEGIC DISCUSSION

What would it mean to experience......

A balance between people's needs and protecting natural resources

- Localised land use agreements / effective management... not locking up
- Community involvement in the *doing*
- People in the field rather than regulation
- Monitoring and better understanding of impact
- Use of data to share, learn, find better ways
- ✓ Effective two way communication
- ✓ Identify people's needs and wants
- Open / honest dialogue / land holders, government and community
- ✓ Trust!

Collaborative Governance

- Strong representation at all levels grassroots support
- ✓ Keep it all together!
- ✓ Clear, two way communication
- ✓ Informed decisions and facts



Effective management of the impact of human societies on the environment

- ✓ Recycle
- ✓ Awareness / education
- ✓ Measuring impact / understand it
- Natural systems are functioning at all scales
- Responsibility, ownership and accountability
- ✓ Collaboration at all scales extension.. Not regulation
- ✓ Everything is a human landscape
- ✓ Wilderness
- ✓ Would have active management

A legacy of protecting eco systems for future generations

- No loss of biodiversity or biodiversity capability
- Healthy landscape. No weeds or ferals
- Kids happy and independently derive an income to be able to eat and be happy
- Small areas preserved for conservation/pristine while allowing development / industry / jobs / keep people on the land
- Interconnected eco systems to achieve a balance between environment, community and economy
- Forward planning for infrastructure / development / sustainability

OUR VISION, VALUES, AND BEHAVIOUR STATEMENTS FOR THE FUTURE OF ENVIRONMENTAL MANAGEMENT OF CAPE YORK







The establishment of **5 core values** and behaviour statements which can be used as a powerful measure by which all future policies, programs and funding will be implemented.

A first for Environmental Management!



Our Vision

Cape York is renowned for its exceptional community and environmental health, well -being and diverse lifestyles..

5 Core Values

Community Ownership Local people.. Local solutions... Regional well being

Accountability Responsible, focused action

Long Term Perspective Aspiration.. Wisdom.. Commitment..

Sustainability

Caring today for tomorrow. Vision.. Resilience.. Success..

Collaboration Working together to share the benefits

"Honest discussion and meeting of minds with a unity of purpose" Peter Thompson

WHAT'S WORKING WELL AND WHAT DO WE NEED TO SEE MORE OF....

Key Themes: Social Capital Security Community Ownership Stewardship Relationships



It is good to have people of different, somewhat opposing views and agree on common ground goals ... Mike Hintz





Opportunity to have many voices and minds coming together to work out a positive future.... Trish Butler

SHORT/MEDIUM AND LONG TERM GOALS

Goals	Timing
Ensure long term funding and programs	Short term. March – June 2012
Land owners manage their land achieving productive, economic, cultural and ecological outcomes	Short term. March – June 2012
Respect and recognition of stewardship, knowledge and outcomes	Short term. March – June 2012
The reality of Cape York, the people, the place, the culture, the environment is appreciated by everyone	Medium term June 2012 – Dec 2013
To deliver just and secure ownership for a stable future for the community	Medium term June 2012 – Dec 2013
Natural assets generate proper wealth and employment opportunities that support world best environmental management	Medium term June 2012 – Dec 2013
Long term supported stewardship programs	Medium term June 2012 – Dec 2013
Local communities making local decisions on environmental management and resource use	Medium term June 2012 – Dec 2013
Skills focused for practical employment demands and common good of Cape York	Medium term June 2012 – Dec 2013
Establish local based economy supported by sustainable employment for local people	Medium term June 2012 – Dec 2013
Maintain current lifestyle for future generations and community well being	Long term
To have processes that allow community to come together and agree on direction and action	Long term
To have government/community partnerships built in trust and respect that contribute to positive outcomes for Cape York	Long term
Empowered, local stewardship through capacity, co-ordination and trust	Long term
Share commitment to work together in seeking the common good	Long term

The prioritisation exercise was evaluated against benefit to the

Cape York community and taking into consideration

complexities of time, cost and risk

Following this process, participants were asked

to identify 3 priority themes of the 15 goals.

These 3 themes are detailed on the below.

3 PRIORITY THEMES AND ACTIONS

Theme No 1	Goal	Focus
Stewardship	Land owners manage their land achieving productive economic, cultural and ecological outcomes.	 Short-term focus (now) we need a secure area specific framework agreement for a stewardship culture between community and government Mid-term (Dec) community and government have come together to explore and cultivate relevant economic markets for stewardship Long term (2015) creating a renowned stewardship services market specifically focused on Cape York Peninsula
Theme No 2	Goal	Focus
Security	To deliver just and secure ownership for a stable future in cape York	 Facilitate leases for commercial and community uses on leasehold and aboriginal land Number of leases Policy regulation/changes – now Legislation changes – start now Facilitate tenures for home ownership Number of blocks Some can do it now Ultimate goal for tenure resolution should be mapped and program completed urgently (more transparency) Recognise existing use rights and facilitate new initiatives
Theme No 3	Goal	Focus
Community Ownership	Local communities making local decisions on environmental management and resource use	 Moratorium on major policy decisions Undertake community forums inclusive of all relevant stakeholders to establish agreed decision making process/framework Establish community governance in partnership with government to determine and implement policy

VALUE AND COMMITMENTS

What commitments are you willing to make.....

Name	Value from today's session	My commitment
Peter Thompson	 Honest discussion and meeting of minds with a unity of purpose 	 Workshop and facilitate to take this discussion to the broader community
Trish Butler	 Opportunity to have many voices and minds coming together to work out a positive future. 	 Carry this forward across all people in Cape York for discussion Get our plan implemented
Dave Cook	 Having first hand a range of personal experiences regarding problems and ideas for achieving solutions from CY residents and neighbours 	 Continue to network to achieve community ownership and management and building of fish stocks Support all invitees to achieve harmonious and sustainable communities
Peter Stanton	 Most valuable listening to the perspectives of a wide range of people in an atmosphere free of acrimony 	 To continue to do what I have always done. To assist people on the land (aboriginal and white) to develop healthy and productive land for a wide range of purposes
Alan Holmes	o l'm not alone	 Not to give up on working for a better Cape York
Guy Chester	 Great collaboration for a shared vision 	 Create tenure solutions Contribute balanced professional advice on 'making it happen' (The Vision)
Hongyu Feng	 Everyone is here and giving their ideas and doing their part to make Cape York a better place and being able to identify with 3 goals 	 I will share my experiences with others friends and colleagues
Andrew Hartwig	 Cross section of Cape stakeholders unified on common themes 	 Learn and become more informed on the issues / big picture and support it Listen more to others point of view

VALUE AND COMMITMENTS

What was the greatest value that you received from this program?

What commitments are you willing to make.....

Name	Value from today's session	My commitment
Allan Dale	 Building cohesion of new directions 	 Taking key outcomes into the wider FNQ and policy direction
Noeline Ikin	 Perception becomes reality 	 Speak more positively about Cape York and its future especially at public events Share my notes and learnings on the workshop and CY direction with others to start aligning effort if CY wants that
Catherine Burns	• The power of positivity	 Raise awareness / interest in the younger generation. Relay what I have learnt Future involvement
Mike Hintz	 It is good to have people of different, somewhat opposing views and agree on common ground goals 	 Support all the agreed concepts Further support future processes
Bob Sullivan	 A willingness to work together for a common cause 	 To take the outcomes form the workshop to the wider Cape York community To support my fellow Cape York residents to achieve their goals and aspirations
Neil Hewett	 That the strength of the connection between people and their land is an essential building block of a highly sustainable stewardship 	 Defending this connection Advocating its expansion
Viv Sinnamon	 Coming together as people who live on Cape York . Long term residents 'heard what's said' 	 Continue outreach advocacy of indigenous interests in land and self governance Include article in next Kowanyama magazine
Eric V		 Talk to colleagues in influential government agencies who make policies and decisions and inform them of level of discontent

VALUE AND COMMITMENTS

What was the greatest value that you received from this program?

What commitments are you willing to make.....

Name	Value from today's session	My commitment
David Kempton	 Rich personal conversation and the integrity of this process 	 Make it happen! Consider all view point before acting Listen!
John Charlton	• View the future in a positive mindset	 Positive talk and discussion Share the belief that 'possibility' exists
John Giese	 Exchange of ideas 	 Look more on the bright side Keep on keeping on
Ben Laidlaw	 New relationships Better understanding awareness of key issues and aspirations of my neighbours 	 Sharing outcomes of workshop with RTA personnel (MGT) Identify and peruse potential synergies between RTA and CYSF
Mary Shepard	 We are all listening with one voice to move forward into a better CYP Gives me HOPE! 	 To support CYSF as the leading body in moving this process forward To individually sell this process to as many people as I can
Col Burns	 Hearing similar concerns as to what is not working on Cape York 	 Stay on track with future aspirations and a prosperous Cape York for all
Ellie Austin	 Connecting becoming less nervous 	 Going back to my colleagues / clients . Sharing outcomes Work to keep the spirit of collaboration