



Australian Government




**TSRA**

[www.tsra.gov.au](http://www.tsra.gov.au)

# Torres Strait Regional Authority Annual Report **2018-2019**



Cover image: Maizab Kaur (Bramble Cay), courtesy of TSRA Rangers.

A decorative horizontal brushstroke in a light yellow color, located at the bottom of the page.



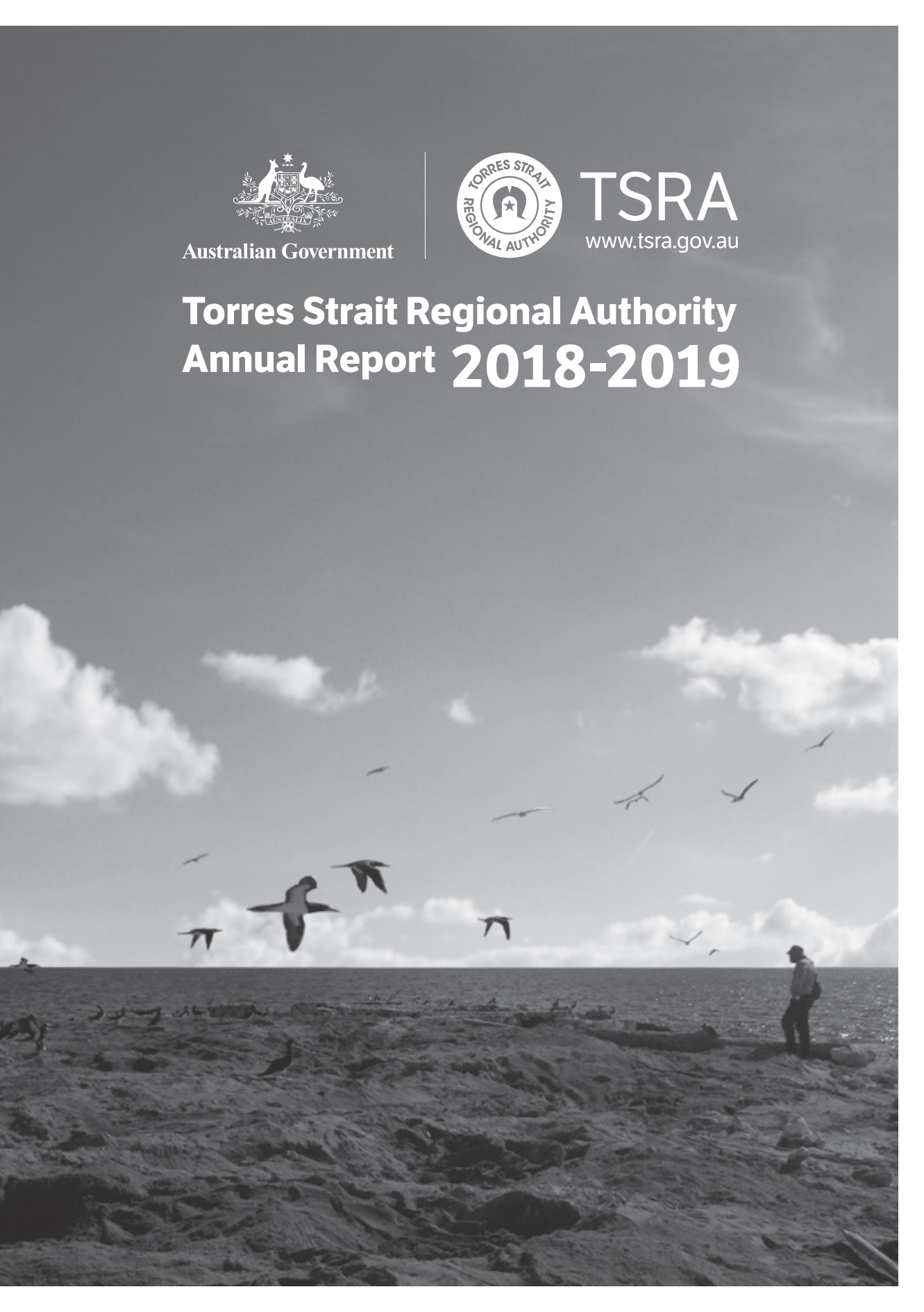
Australian Government



**TSRA**

[www.tsra.gov.au](http://www.tsra.gov.au)

# Torres Strait Regional Authority Annual Report **2018-2019**



## Torres Strait Regional Authority Annual Report 2018-2019

The Torres Strait Regional Authority (TSRA) recognises the Traditional Owners of the land on which we operate. We acknowledge the past and present elders of all Torres Strait Islander and Aboriginal people in the Torres Strait and Northern Peninsula Area and respect the culture and lore of all Torres Strait Islander and Aboriginal people in the region.

The TSRA will always make every effort to respect Torres Strait Islander and Aboriginal people's cultural sensitivities when featuring the images or names of people who have recently died. However, please be advised that this document may contain images of persons who have died since this Annual Report was prepared for tabling in Parliament in October 2019. We offer our apologies for any distress caused if this occurs.

© Commonwealth of Australia, 2019

ISSN 1324-163X

The TSRA has made all reasonable effort to:

- clearly label material where the copyright is owned by a third party
- ensure that the copyright owner has consented to the material being presented in this publication.



With the exception of the Commonwealth Coat of Arms and where otherwise noted,

all material presented in this report is provided under a Creative Commons Attribution 4.0 International (CC BY 4) licence. Details of the licence can be found on the Creative Commons Australia website at <https://creativecommons.org.au/learn/licences>.

This document must be attributed as the Torres Strait Regional Authority Annual Report 2018-2019.

The TSRA's contact officer for the 2018-2019 Annual Report is Ms Yoshiko Hirakawa, Programme Manager Governance and Leadership.

Telephone (07) 4069 0700 or email [info@tsra.gov.au](mailto:info@tsra.gov.au).

The TSRA Annual Report 2018-2019 is published on the TSRA website at [www.tsra.gov.au](http://www.tsra.gov.au) in the following formats:

- Hypertext Mark-up Language (HTML)
- Portable Document Format (PDF) ISO 32000-1:2008
- ePub Electronic Publishing for eBook Readers.



Australian Government



**TSRA**  
www.tsra.gov.au

The Hon. Ken Wyatt AM MP  
Minister for Indigenous Australians  
Parliament House  
CANBERRA ACT 2600

15 October 2019

Dear Minister

I am pleased to present to you the Torres Strait Regional Authority (TSRA) Annual Report for 2018-2019.

The TSRA's annual performance statements, financial statements and Auditor-General's report on the financial statements are included in the Annual Report as required under sections 42, 43 and 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

The accountable authority under section 46 of the PGPA Act is responsible for the preparation and content of this report in accordance with the Public Governance, Performance and Accountability Rule 2014 (Cth) (PGPA Rule).

The report includes the TSRA's annual performance statements and audited financial statements, which were approved in accordance with a resolution of the Board on Wednesday, 4 September 2019.

In accordance with section 10 of the PGPA Rule, the TSRA has fully complied with the requirement to prevent, detect and deal with fraud.

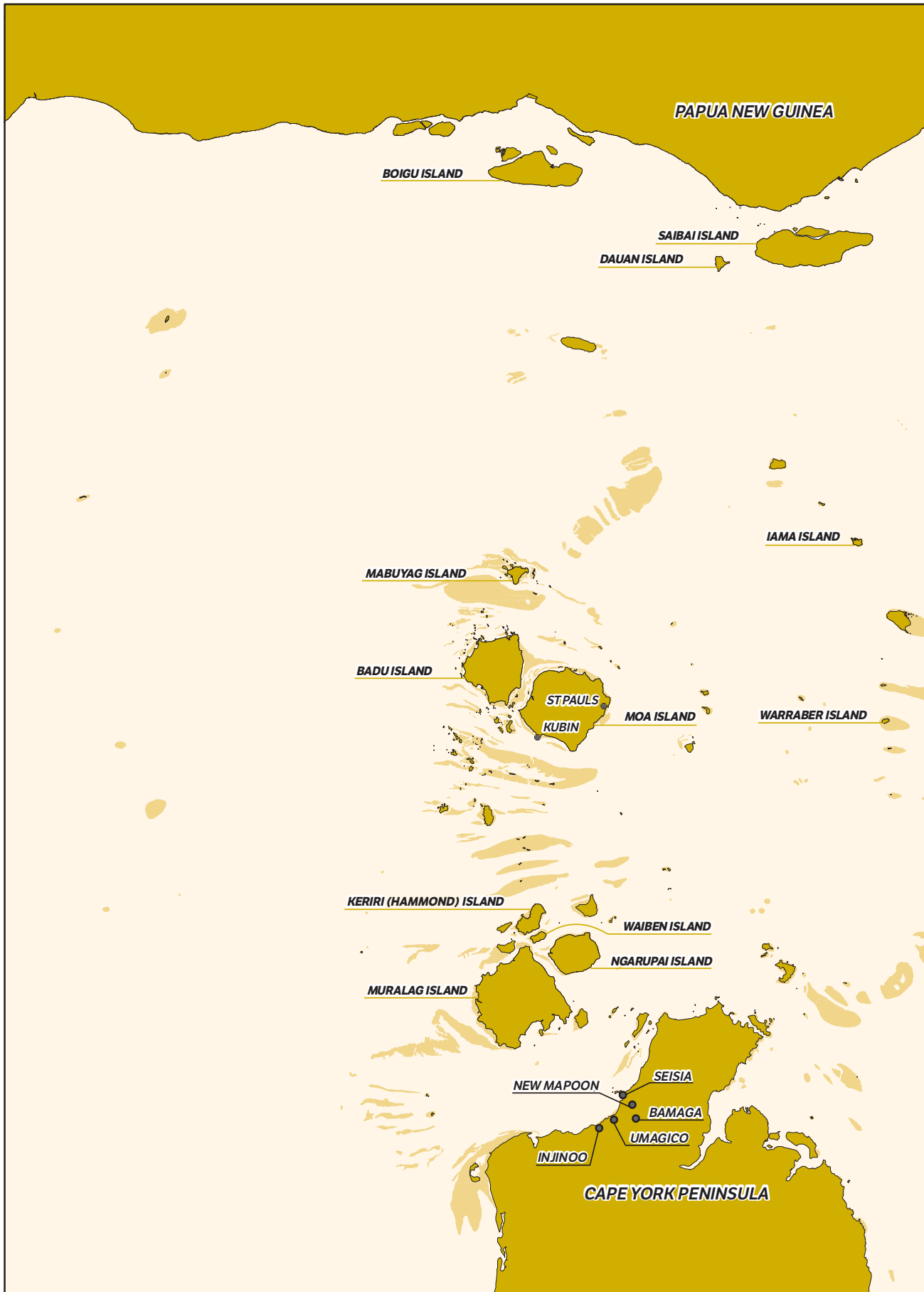
The TSRA delivered outcomes as set out in the *Torres Strait Development Plan 2014-2018* during the past year and continues to meet the objectives of the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*. Through both plans, the TSRA programmes have continued to contribute towards the Indigenous Advancement Strategy and closing the gap in disadvantage between Indigenous and non-Indigenous Australians living in the region.

The TSRA looks forward to continuing our good work with you and to working through challenges and building on our successes over the coming year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'NPS', enclosed within a circular scribble.

Mr Napau Pedro Stephen AM  
TSRA Chairperson



PAPUA NEW GUINEA

BOIGU ISLAND

SAIBAI ISLAND

DAUAN ISLAND

IAMA ISLAND

MABUYAG ISLAND

BADU ISLAND

ST PAULS

KUBIN

MOA ISLAND

WARRABER ISLAND

KERIRI (HAMMOND) ISLAND

WAIBEN ISLAND

NGARUPAI ISLAND

MURALAG ISLAND

NEW MAPOON

SEISIA

BAMAGA

UMAGICO

INJINOO

CAPE YORK PENINSULA

---

# Map of the Torres Strait region

---



UGAR ISLAND

ERUB ISLAND

MASIG ISLAND

PORUMA ISLAND

MER ISLAND

## Vision

# Empowering Our People, in Our Decision, in Our Culture, for Our Future

### Kala Lagaw Ya

*Ngalpun yangu kaaba woeydhay, a ngalpun muruygaw danalagan mabaygal kunakan palayk, bathayngaka*

### Meriam Mir

*Buaigiz kelar obaiswerare, merbi mir apuge mena obakedi, muige merbi areribi tonarge, ko merbi keub kerkerem*

The Indigenous people of the Torres Strait are a separate race of First Nations peoples who speak two distinct traditional languages and six dialects. Torres Strait Islanders in the Eastern Islands speak the traditional language of Meriam Mir, which includes the Mer and Erub dialects. The Western and Central Island groups speak Kala Lagaw Ya, which includes the dialects of Kulkalgau Ya, Kalaw Kawaw Ya, Kawrareg and Mabuyag. Torres Strait Creole and English are also spoken.

Our vision is expressed in the languages of our region, recognising the importance and diversity of our culture and traditional languages.

Our vision signifies that the heart of our region is our people, with culture an important part of our lives now and into the future. Empowering our people to contribute to and make decisions regarding their future ensures that our culture will remain strong and that the future will be guided by the people who live in the region and understand and promote its unique characteristics.



# Highlights and Achievements

## Climate Leadership Training

The TSRA supported seven Torres Strait Islanders to participate in a three-day climate change leadership training opportunity held by the Climate Reality Project in Brisbane in June 2019.

The Climate Reality Project is an initiative of Al Gore, the 45th Vice President of the United States and a joint recipient of the Nobel Peace Prize 2007 for his work on building global awareness of climate change.

Joining other participants from the Asia-Pacific region, the Torres Strait delegates had the opportunity to work with Mr Gore and his team of world-renowned climate scientists and communicators to gain the practical skills and knowledge to help shape public opinion, influence policy, and inspire communities in the region to bring about change.

The TSRA supported the participation of Torres Strait Island Regional Council (TSIRC) Mayor Fred Gela, TSIRC Councillor Ted Nai, TSRA Board Portfolio Member for Environmental Management Hilda Mosby, Kabay Tamu, Nazareth Warria, Torres Webb and Vic McGrath.

## Wongai Multi-Purpose Courts Upgrade

Through the Economic Development Programme, the TSRA provided \$1.25 million to the Wongai Multi-Purpose Courts Upgrade project on Thursday Island.

The project was managed by My Pathway, the regional Community Development Programme (CDP) provider, for the Torres Strait Youth and Recreational Sporting Association. Seven CDP participants received on-the-job training through the project, leading to formal qualifications and ongoing employment.



MEMBERS OF THE TSRA DELEGATION WITH AL GORE AND OTHERS ATTENDING THE CLIMATE LEADERSHIP TRAINING EVENT IN BRISBANE IN JUNE 2019

Identified as a priority for recreational infrastructure in the Torres Strait, the upgraded courts provide improved facilities for training and community sporting events for local residents on Thursday Island and visitors from the outlying islands.

## Torres Strait Islander Media Association Radio Station Refurbishment

An all-woman team of job seekers from Thursday, Horn, Hammond and Badu islands contributed to giving a new lease of life to the region's leading Indigenous radio stations.

The TSRA provided \$670,000 towards the extensive refurbishment of the 4MW radio station building on Thursday Island, delivered through a successful Indigenous joint venture with My Pathway.

While working on the project under the supervision of a local building contractor, a team of eight Indigenous women completed a Certificate II in Construction Pathways. Five of the participants transitioned into full-time employment in the regional construction industry at the completion of the project.

The project stimulated the regional economy by using local Indigenous businesses to manage the construction and achieved a 96 per cent Indigenous employment participation rate.

## You Sabe Business Workshops

As the lead economic development solution broker for the region, the TSRA works in partnership with government and non-government organisations to leverage business support products and services.

The TSRA successfully launched its new workshop series You Sabe Business in 2018-2019, increasing business readiness in the region.

The workshops incorporate presentations from successful Indigenous business owners along with participants from government and non-government organisations who provide information about products and services to assist growing businesses or start-ups.

As a result of the workshops, 24 emerging businesses owned by Torres Strait Islanders are now equipped with a business plan, cash flow and 'elevator pitch' to successfully progress their business aspirations.



COMMUNITY DEVELOPMENT PROGRAMME PARTICIPANTS LEARN NEW SKILLS ON THE JOB DURING THE WONGAI COURTS UPGRADE

## International Engagement

In April 2019, the acting TSRA Chief Executive Officer, Ms Mary Bani, attended a session of the United Nations Permanent Forum on Indigenous Issues in New York, United States.

Ms Bani delivered an intervention to the members of the international forum, on the theme of 'Traditional Knowledge: Generation, Transmission and Protection', and discussed the aims of Torres Strait communities to facilitate the revitalisation and maintenance of our traditional languages.

Ms Bani also took the opportunity to commend the efforts of all Indigenous people around the world in ensuring that our unique Indigenous cultures and traditions remain strong for future generations.



ACTING TSRA CHIEF EXECUTIVE OFFICER MARY BANI DELIVERING AN INTERVENTION AT THE UNITED NATIONS PERMANENT FORUM ON INDIGENOUS ISSUES IN NEW YORK IN APRIL 2019

## Access to Fresh, Healthy Food

The TSRA's Environmental Management Programme worked with Torres Strait communities to deliver a suite of sustainable gardening workshops across the region in 2018-2019.

In partnership with My Pathway, the TSRA-supported Mura Badhugal rangers trialled an aquaponics system on Badu Island. The trial has successfully reignited the Badu community's interest in gardening and now benefits the community by producing a variety of essential crops while utilising water-efficient gardening techniques. The fast-growing system encourages community members to produce fresh fruit and vegetables at home in their backyards.

The communities of Boigu, Prince of Wales, Poruma, Iama and Warraber islands also worked with TSRA rangers and My Pathway participants to bring gardening projects to schools and local communities.

These programmes promote horticultural skills and knowledge and provide information on the environmental and health benefits of gardening and reaping the rewards of eating fresh, healthy, homegrown produce.

## Protecting Threatened Species and Habitats in the Torres Strait

In 2018-2019, the TSRA entered into a five-year agreement with the Australian Government Department of the Environment and Energy to protect some of the region's unique natural values for future generations.

Funded through the Australian Government's National Landcare Program, the partnership will provide ongoing research, monitoring, community-based planning and sustainable management of dugongs and marine turtles and their habitats, including seagrass meadows and coral reefs.

In addition, the partnership equips TSRA rangers with the skills to monitor the health of migratory shorebirds passing through the region, and assist with global conservation efforts for the endangered eastern curlew. TSRA rangers have also developed a regional system to provide a scientific basis for monitoring the health of key values and the effectiveness of land and sea country management.

THE AQUAPONICS SYSTEM TRIAL HAS SUCCESSFULLY REIGNITED THE BADU COMMUNITY'S INTEREST IN GARDENING AND NOW BENEFITS THE COMMUNITY BY PRODUCING A VARIETY OF ESSENTIAL CROPS WHILE UTILISING WATER-EFFICIENT GARDENING TECHNIQUES.

## Building the Torres Strait Arts Industry

In February 2019, the TSRA hosted a business skills workshop for regional artists at the Gab Titui Cultural Centre on Thursday Island, in partnership with Flying Arts.

A group of local artists from Prince of Wales, Hammond and Thursday islands participated in a two-day workshop where they developed digital marketing and sales strategies. After learning about different online platforms, attendees navigated through the stages of launching their social presence, including the step-by-step process of creating Facebook pages and sharing artwork in a copyright-protected format.

To continue supporting local artists, the TSRA has signed a memorandum of understanding (MOU) with peak, Cairns-based Aboriginal and Torres Strait Islander arts and cultural organisation UMI Arts, to collaborate on a range of arts and culture projects.

The MOU will facilitate increased exposure for Torres Strait based artists, performers, and cultural practitioners by strengthening regional networks and creating positive cultural linkages with the mainland Torres Strait Islander and Aboriginal community.

## New Saibai Native Title Agreement Delivering Community Safety Infrastructure

The Saibai community will benefit from a new \$13 million Community Safety and Security Facility as a result of the registration of the Saibai Infrastructure and Housing Indigenous Land Use Agreement (ILUA) in December 2018.

The TSRA, as the Native Title Representative Body for the Torres Strait, has been working with the Saibai Mura Buway (Torres Strait Islanders) Corporation RNTBC and clan elders to negotiate the ILUA with the State of Queensland and the TSIRC.

The regional infrastructure ILUA has been developed as a template that can be used by all communities in the region to streamline the process for Native Title approvals, reducing the time and cost involved in reaching agreements for infrastructure construction and delivering compensation and benefits to communities.

The Saibai Community Safety and Security Facility is the first project to be given the go-ahead under the regional ILUA. Funded by the Australian Government, the multi-agency facility will be the first of its kind to be constructed in the Torres Strait. Housing federal and state police and community safety agencies, the facility will be equipped with information technology and include offices, interview rooms, a communications room and employee accommodation.

FUNDED BY THE AUSTRALIAN GOVERNMENT, THE SAIBAI MULTI-AGENCY FACILITY WILL BE THE FIRST OF ITS KIND TO BE CONSTRUCTED IN THE TORRES STRAIT.

## Torres Strait and Northern Peninsula Area Biosecurity Strategy Launch

In November 2018, the TSRA launched the *Torres Strait Regional Biosecurity Plan 2018-2023* and the *Torres Strait and Northern Peninsula Area Biosecurity Strategy*. The strategy was developed over three years by the TSRA in partnership with the Australian Government Department of Agriculture and Water Resources, Queensland Department of Agriculture and Fisheries, Torres Shire Council, Northern Peninsula Area Regional Council and TSIRC.

These documents demonstrate the TSRA's ability to build and foster relationships with stakeholders to achieve positive outcomes across the region.

## Visit by the Governor-General of Australia

The TSRA was honoured to host His Excellency General the Hon. Sir Peter Cosgrove AK MC (Ret'd), the Governor-General of the Commonwealth of Australia, and Her Excellency Lady Lynne Cosgrove as they toured the Torres Strait region in August 2018.

Their Excellencies were greeted on arrival on Thursday Island by TSRA Chairperson Mr Napau Pedro Stephen AM and senior local government representatives.

The Governor-General and Lady Cosgrove toured Thursday Island and the communities of Mer and Badu islands, visiting schools and TAFE colleges and engaging with local community leaders and representatives.

The Torres Strait is a very remote and strategic part of Australia and hosting the visit was a very significant event for the region.

## New Regional Language Centre

In September 2018, in partnership with Tagai State College, the TSRA opened the Torres Strait Traditional Languages Centre. The creation of the centre was the culmination of a four-year project undertaken by the TSRA, in partnership with Tagai State College and the community, to drive traditional language revitalisation.

The creation of a languages centre completes the second stage of the *Torres Strait Traditional Languages Plan 2016-2019*. The plan and the accompanying Torres Strait Languages Charter were developed in consultation with representatives of each of the five language groups in the region, with support from the TSRA, and launched in early 2017.

THE TRADITIONAL LANGUAGES CENTRE COORDINATES REGIONAL AND COMMUNITY-SPECIFIC EFFORTS TO RETRIEVE, RECORD AND RESEARCH THE TRADITIONAL LANGUAGES OF THE TORRES STRAIT.

Based in the Yangu Pawaw Ngurpay Mudh building at the Tagai State College Secondary Campus on Thursday Island, the centre now coordinates regional and community-specific efforts to retrieve, record and research the traditional languages of the Torres Strait.

## Business Growth Package

The TSRA launched the third phase of its Regional Economic Investment Strategy, the Tourism Business Growth Package, at the 2018 Tourism Forum on Thursday Island in October 2018.

The Tourism Business Growth Package supports Torres Strait Islander and Aboriginal entrepreneurs or businesses in the region to successfully grow a



SIR PETER COSGROVE, TSIRC COUNCILLOR DAVID BOSUN, LADY LYNNE COSGROVE AND TSRA CHAIRPERSON NAPAU PEDRO STEPHEN PAYING THEIR RESPECTS TO THE LATE EDDIE KOIKI MABO AT A CEREMONY ATTENDED BY THE MER COMMUNITY



TSRA CHAIRPERSON NAPAU PEDRO STEPHEN AM SPEAKING AT THE OPENING OF THE TORRES STRAIT TRADITIONAL LANGUAGES CENTRE

commercially viable business selling goods and services to international and domestic tourists. The seven priority industries targeted in the package are accommodation, travel, transport, retail goods, food services, visitor experiences, and museums and galleries.

The forum provided aspiring businesses and individuals interested in entering the tourism sector with an opportunity to create networks, share their ideas and look at ways to enhance the tourism industry within the region.

# Challenges and Opportunities

## Geography

The geography of the Torres Strait area presents and always will present a challenge when delivering services and infrastructure. With island communities spread across approximately 44,000 kilometres of sea, the costs of delivering services and infrastructure are significantly higher than in most other parts of Australia. These costs have a major influence on the implementation and timing of programmes, services and projects.

## High Costs of Air and Sea Travel and Freight

The high costs of travel and transportation of freight in the Torres Strait continue to impact on economic growth, tourism and the delivery of programmes and services in the region. For example, the delivery of services to the outer Torres Strait islands may not be as timely or effective as service delivery in other Indigenous regions. Therefore, positive initiatives such as subsidised transportation and freight and airfare costs are required to mitigate those significant costs.

## Marine Infrastructure

The Torres Strait is an island environment, making marine infrastructure essential to transport throughout the region. Much of the wharf infrastructure in the Torres Strait is aging and in need of large-scale maintenance and/or replacement. The investment required is beyond the resources of local councils, and the TSRA is continuing to work with all stakeholders to attract the required resources.

## Waste

For many years there has been a need to improve the coordination of waste management in the region. While there has been some progress, the development and implementation of a Torres Strait regional waste management strategy is now necessary to overcome the difficulty of the Torres Strait and Northern Peninsula Area biosecurity restrictions and the high costs of potential solutions.

## Telecommunications

Telecommunications in the Torres Strait is a challenge due to the geography of the region. The TSRA, in partnership with Telstra, the Australian Government and the Queensland Government, is delivering a multi-stage project to address telecommunications and mobile network issues in the region. The project will deliver socioeconomic, educational, health and community safety outcomes for the island communities and peoples of the Torres Strait region via a significant upgrade and expansion of the existing telecommunications network.

Benefits for Australian Government agencies will include enhanced biosecurity, marine safety, defence support and border protection capability. The Torres Strait is the only region of Australia that includes an international border and is subject to an international treaty (with Papua New Guinea) requiring intensive border protection and biosecurity management by the Australian Government.

In December 2016, the TSRA Board agreed to progress, with Telstra, a two-phased approach to improve the platform for 4G technology in the Torres Strait and deliver an increased network backhaul capacity for the region.

THE GEOGRAPHY OF THE TORRES STRAIT AREA PRESENTS AND ALWAYS WILL PRESENT A CHALLENGE WHEN DELIVERING SERVICES AND INFRASTRUCTURE.

In January 2017, Telstra commenced the first phase, valued at \$8.26 million (\$4.33 million contributed by Telstra and \$3.93 million from co-contributors). The first phase is known as the Torres Strait Digital Foundation Project and was successfully completed in June 2018.

The second phase, known as the Torres Strait Digital Expansion Project, is valued at \$7.76 million (\$3.66 million contributed by Telstra and \$3.66 million from co-contributors). The Queensland Government has committed \$2.26 million towards the project, and the TSRA and the Australian Government have jointly committed \$1.4 million. The cost of the second phase is lower than anticipated thanks to Telstra's ability to upgrade infrastructure with new technology installed as part of the first phase.

The Torres Strait Digital Expansion Project will focus on 4G base station upgrades in the top-western islands of the Torres Strait, in close proximity to Papua New Guinea and Indonesia. In May 2019, the TSRA signed a tripartite agreement with all funding parties for the second phase, which commenced in June 2019. Telstra forecasts that the project will be completed within 18 months.

## Integrated Service Delivery

A key challenge to the TSRA's Integrated Service Delivery (ISD) project is securing commitment from all Commonwealth, state and local government bodies operating in the region to treat ISD as core business.

As an initiative to improve ISD in the region, the TSRA has implemented MOUs and memorandums of agreement with some of the government bodies, including the three local government councils in the Torres Strait and Northern Peninsula Area.

The Torres Strait Regional Coordination Group has also been established, to drive accountability and strategic assessment for the delivery of cross-regional actions that are identified in the *Torres Strait Regional Adaptation and Resilience Plan 2016-2021* as well as other matters of strategic regional significance, and

to ensure that there is effective coordination across organisations and agencies.

The TSRA and the three local governments are the pillars of the Torres Strait, and the core function of the Torres Strait Regional Coordination Group is to align various stakeholders to the vision of addressing local-level climate change impacts and community development actions.

## Katter Leases

In February 2018, the Supreme Court of Queensland handed down a decision in *Wigness v Kingham, President of the Land Court* [2018] QSC 20. This was a review of a decision of the Land Court of Queensland.

The Land Court action was brought by parties who had lease entitlements under the *Aboriginal and Torres Strait Islander Land Holding Act 2013* (Qld), known as Katter leases. The parties had applied for grants of Katter leases, but the Minister for Natural Resources and Mines had decided that Native Title was a competing interest and therefore a practical obstacle to the granting of Katter leases.

The Land Court found that this was incorrect and that granting an entitlement to a Katter lease was a 'pre-existing right-based act' under section 24IB of the *Native Title Act 1993* (Cth). The granting of exclusive possession by such an act extinguishes any Native Title. Therefore, Native Title was not an obstacle and the leases could be granted. The Supreme Court upheld the Land Court's decision.

There are currently 238 Katter leases and valid entitlements to Katter leases in the Torres Strait. If these entitlements were to be exercised there would be a significant effect on Native Title in the region by its extinguishment for those areas of land.

The Queensland Government has undertaken to provide the TSRA with detailed maps of the Katter lease entitlements in the region.

THE TORRES STRAIT DIGITAL EXPANSION PROJECT WILL FOCUS ON 4G BASE STATION UPGRADES IN THE TOP-WESTERN ISLANDS OF THE TORRES STRAIT, IN CLOSE PROXIMITY TO PAPUA NEW GUINEA AND INDONESIA.

# Contents

<b>Vision</b>	<b>vi</b>
<b>Highlights and Achievements</b>	<b>vii</b>
<b>Challenges and Opportunities</b>	<b>xii</b>
<b>Section One: Strategic Overview</b>	<b>1</b>
Chairperson's Message	2
Acting Chief Executive Officer's Message	4
<b>Section Two: Programme Performance</b>	<b>7</b>
Summary of Financial Performance	8
Annual Performance Statements	9
Programme Reports	16
<b>Section Three: Operations</b>	<b>59</b>
Where We Operate	60
How We Operate	65
<b>Section Four: Corporate Governance and Accountability</b>	<b>71</b>
Governance Structure	72
Governance Framework	73
Organisational Structure	87
Enabling Functions	88



<b>Section Five: Financial Statements</b>	<b>95</b>
Independent Auditor's Report	96
Contents	98
Statement by the Accountable Authority, Chief Executive and Chief Financial Officer	99
Statement of Comprehensive Income	100
Statement of Financial Position	101
Statement of Changes in Equity	102
Cash Flow Statement	103
<b>Section Six: Appendices</b>	<b>125</b>
Appendix 1: Human Resources	126
Appendix 2: Grants	130
Appendix 3: Consultants	133
<b>Aids to Access</b>	<b>137</b>
Lists of Requirements	138
List of Abbreviations	141
Index	142







# Section One

## Strategic Overview

# Chairperson's Message



As the Torres Strait Regional Authority (TSRA) approaches its 25th anniversary, I find my thoughts turning to the future and the opportunities that we have to continue leading the region to achieve the best outcomes for communities in the Torres Strait and Northern Peninsula Area.

However, this Annual Report highlights our achievements, the opportunities and the challenges of the past financial year and provides information on how we are meeting the objectives of our corporate and operational plans. It covers the third full year of my term as Chairperson and marks a time of considerable challenge and achievement.

## Relationships

In 2018-2019, the TSRA was focused on building the capabilities of people in the Torres Strait and Northern Peninsula Area, providing major infrastructure improvements and strengthening our relationships with the Australian Government, the Queensland Government and other stakeholders.

In February 2019, I met with the Minister for Indigenous Affairs, Senator the Hon. Nigel Scullion, to provide an update on the TSRA's delivery of major infrastructure projects and the positive impact they are having on the region. While in Canberra I also met with Protected Zone Joint Authority stakeholders, with discussions focused particularly on the impact of climate change and our Fisheries Programme.

Meetings with the Member for Leichardt, the Hon. Warren Entsch MP, and the acting Chief Executive Officer of the Australian Fisheries Management Authority, Ms Anna Willock, were an opportunity to discuss the TSRA's work relating to fisheries management and the importance of fishing to the Torres Strait culture and economic development in the region.

The year also saw a variety of official visits to the Torres Strait. The Queensland Premier, the Hon. Anastacia Palaszczuk MP, visited to explore the home of the Member for Cook, Ms Cynthia Lui MP. I was fortunate to meet with the Premier at a community leaders' reception held at the Gab Titui Cultural Centre on Thursday Island.

I also had the pleasure of hosting the Governor-General of the Commonwealth of Australia, His Excellency General the Hon. Sir Peter Cosgrove AK MC (Ret'd), and Her Excellency Lady Lynne Cosgrove when they visited Thursday, Badu and Mer islands. The Governor-General and Lady Cosgrove laid wreaths at the grave of Eddie Koiki Mabo during a moving ceremony attended by members of the Mer community.

## Priorities

The TSRA continued to successfully deliver priority infrastructure projects throughout 2018-2019. Through partnerships and joint ventures, several new buildings and other upgrades were completed. Highlights include an extensive refurbishment of the Torres Strait Islander Media Association radio station and the upgrade of the Wongai Multi-Purpose Courts, both on Thursday Island. The Erub Land and Sea Ranger House, the first of its kind for the TSRA, is a purpose-built facility now providing a permanent base for the TSRA's Erubam rangers.

All these projects demonstrate the TSRA's success in working with key partners to provide infrastructure, improve services in communities and leverage local training and employment opportunities.

AS THE TORRES STRAIT REGIONAL AUTHORITY APPROACHES ITS 25TH ANNIVERSARY, I FIND MY THOUGHTS TURNING TO THE FUTURE AND THE OPPORTUNITIES THAT WE HAVE TO CONTINUE LEADING THE REGION TO ACHIEVE THE BEST OUTCOMES FOR COMMUNITIES IN THE TORRES STRAIT AND NORTHERN PENINSULA AREA.

The TSRA Regional Governance Committee continues to be active in securing government support to establish a Torres Strait Regional Assembly. We look forward to continuing our work with all three levels of government to realise this important step towards self-governance in the Torres Strait.

During the year, the TSRA Board held a strategic policy workshop where, in conjunction with the TSRA administration, we explored strategies and tactics for more effective information sharing and coordination of activities across the Board and administration. This will ensure that we continue to work successfully as a team and deliver on the priorities identified by Torres Strait communities.

## Thanks

I take this opportunity to thank my Board colleagues, the TSRA Executive and the staff for their hard work and contribution over the year, and look forward to what we can achieve next year as we celebrate our 25th anniversary.



Napau Pedro Stephen AM  
Chairperson

# Acting Chief Executive Officer's Message



Covering the depth and breadth of a year's work at the TSRA is a daunting task – the sheer volume and complexity of the work we do across the region are stark reminders of the importance that the TSRA plays in supporting and developing the communities across the Torres Strait and Northern Peninsula Area.

It also reminds me what a privilege it is to lead an organisation that genuinely makes a difference to the lives of Torres Strait Islander and Aboriginal people living in our region by delivering major infrastructure projects and driving economic development and long-term sustainable employment growth.

I am grateful for the opportunity to be the first Indigenous female in the TSRA Chief Executive Officer role and am honoured to be presenting this year's Annual Report.

**WHAT A PRIVILEGE IT IS TO LEAD AN ORGANISATION THAT GENUINELY MAKES A DIFFERENCE TO THE LIVES OF TORRES STRAIT ISLANDER AND ABORIGINAL PEOPLE LIVING IN OUR REGION.**

## Improving our organisation

Our vision, 'Empowering our people, in our decision, in our culture, for our future', reiterates the importance of how our organisation's leadership and internal culture are important drivers for delivering for our communities.

In 2018-2019, the TSRA worked hard to make improvements in all areas of its work, with a focus on making real and tangible improvements in our priority areas.

This year saw the TSRA formalise many of the strong relationships it has developed with other government and community organisations. Through memorandums of understanding (MOUs) with Indigenous Business Australia, UMI Arts, the Australian Institute of Aboriginal and Torres Strait Islander Studies and Cairns Indigenous Art Fair, we are better placed to assist our communities with economic development, artistic opportunities and the protection of our cultural heritage.

## Strengthening our communities

Our leadership programmes – particularly our partnership with the Australian Rural Leadership Foundation – continue to give emerging leaders opportunities to develop the skills, experiences and connections to lead successfully. This is a vital investment in our region's future, as participants return to their communities with the confidence and determination to step up to leadership roles and drive positive change.

The TSRA continues to assist individuals and community groups to build their capacity through various projects run by the Economic Development Programme and the Common Funding Round. In our business workshops, individuals learn how to operate financially viable enterprises in the region. The Common Funding Round enables individuals and not-for-profit organisations to develop projects that provide community services, raise awareness and support Ailan Kastom.

## Representing our people

While our focus remains on the Torres Strait and Northern Peninsula Area, it is important to engage internationally to understand and explore ideas that have been implemented in other nations with Indigenous people.

In April this year, I had the pleasure of attending the United Nations Permanent Forum on Indigenous Issues session held in New York. This was a wonderful opportunity to not only represent Australia and present on how the Torres Strait communities are successfully revitalising our traditional languages, but also meet other Indigenous people from across the globe to share our history, culture and achievements.

## Working together

We will continue to pursue more innovative ways of delivering our programmes to the region, taking full advantage of data and research resources to ensure that our efforts result in real and measurable change in communities.

Our achievements are the result of the determination and drive of our fantastic team and I am proud to lead the TSRA and acknowledge all the staff for their important contribution to delivering for the people of the Torres Strait and Northern Peninsula Area.

I particularly want to recognise the dedication, professionalism and resilience of the agency's staff during the year as we wait on the substantive appointment of a Chief Executive Officer. Faced with this challenge, the TSRA team continued to develop policies and guidance, deliver major infrastructure projects, and bring meaningful, tangible improvements to the lives of Torres Strait Islander and Aboriginal people living in the region.

I would also like to thank and acknowledge the TSRA Board members for their commitment, support and guidance in fostering this unique organisation, and to pay credit to my colleagues Mr Stan Lui and Mr Charlie Kaddy, who both acted in the Chief Executive Officer role this year.

Although we have achieved much to date, there is still much to do. It is with great excitement that we move into the 2019-2020 financial year and embark on the TSRA's 25th year of representing and delivering for the people of the Torres Strait region.



Mary Bani  
Acting Chief Executive Officer

---

THE TSRA TEAM CONTINUED TO DEVELOP POLICIES AND GUIDANCE, DELIVER MAJOR INFRASTRUCTURE PROJECTS, AND BRING MEANINGFUL, TANGIBLE IMPROVEMENTS TO THE LIVES OF TORRES STRAIT ISLANDER AND ABORIGINAL PEOPLE LIVING IN THE REGION.

---







# Section Two

## Programme Performance

## Summary of Financial Performance

A summary of the TSRA's financial performance for each programme area for 2018-2019 is provided in tables 2-1 and 2-2.

The financial statements in Section 5 provide further information about the TSRA's income and expenditure for the financial year ended 30 June 2019.

### APPROPRIATION PROGRAMME EXPENDITURE

TABLE 2-1: APPROPRIATION PROGRAMME EXPENDITURE, BUDGET COMPARED TO ACTUAL, 2018-2019

PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Economic Development	10,562	10,756	-194
Fisheries	2,716	2,850	-134
Culture, Art and Heritage	5,009	4,913	96
Native Title	5,283	5,501	-218
Environmental Management	5,546	5,105	441
Governance and Leadership	4,902	4,953	-51
Healthy Communities	2,563	2,275	288
Safe Communities	2,559	3,254	-695
<b>Total</b>	<b>39,140</b>	<b>39,607</b>	<b>-467</b>

Note: The total variance represents 1.2 per cent of the total budget.

### EXTERNAL FUNDING PROGRAMME EXPENDITURE

TABLE 2-2: EXTERNAL FUNDING PROGRAMME EXPENDITURE, BUDGET COMPARED TO ACTUAL, 2018-2019


PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Fisheries	1,410	2,516	-1,106
Culture, Art and Heritage	158	1	157
Environmental Management	12,772	11,999	773
<b>Total</b>	<b>14,340</b>	<b>14,516</b>	<b>-176</b>

Note: The total variance represents 1.2 per cent of the total budget.

# Annual Performance Statements

## INTRODUCTORY STATEMENT

The TSRA Board, as the accountable authority of the TSRA, presents the 2018-2019 annual performance statements of the TSRA, as required under section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth). In the Board's opinion, these annual performance statements accurately reflect the performance of the TSRA and comply with section 39(2) of the Act.



Napau Pedro Stephen AM  
Chairperson

## PURPOSE

The purpose of the TSRA is encapsulated in the agency's single outcome:

**PROGRESS TOWARDS CLOSING THE GAP FOR TORRES STRAIT ISLANDER AND ABORIGINAL PEOPLE LIVING IN THE TORRES STRAIT REGION THROUGH DEVELOPMENT PLANNING, COORDINATION, SUSTAINABLE RESOURCE MANAGEMENT, AND PRESERVATION AND PROMOTION OF INDIGENOUS CULTURE.**

## RESULTS FOR KEY PERFORMANCE INDICATORS AND ANALYSIS

The key performance indicators for the TSRA were set out on pages 324-325 of the Prime Minister and Cabinet Portfolio Budget Statements 2018-2019 and page 21 of the *TSRA Corporate Plan 2018-2019*.

### **Increase in the number of Torres Strait Islander and Aboriginal owned commercially viable businesses**

In 2018-2019, three business loans were approved to support Torres Strait Islander and Aboriginal businesses (Table 2-3), and business mentoring and support were provided to 11 clients.

Under the Regional Economic Investment Strategy:

- Three Fisheries Business Growth Package applications were received and approved (one application was subsequently withdrawn by the applicant).
- One Tourism Business Growth Package application was received and was under review at 30 June 2019.
- One Arts and Creative Industries Business Growth Package application was received and was under review at 30 June 2019.

TABLE 2-3: NUMBER AND VALUE OF CONCESSIONAL BUSINESS LOANS, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Loans	5	1	2	5	3
Amount	\$928,213	\$20,628	\$162,000	\$647,151	\$598,187

### Increased availability of approved business training

The You Sabe Business workshops series is a new service replacing the Into Business workshops that the TSRA delivered in partnership with Indigenous Business Australia. The new service is contextualised to the Torres Strait region and targets the business incubation stage. It aims to encourage and support the development of business skills and business growth for local Indigenous start-ups.

In 2018-2019, three courses of You Sabe Business workshops were delivered, each comprising three workshops – You Sabe Dream, You Sabe People and You Sabe Money. In total, 73 participants attended the workshops and 24 participants completed the workshop series (Table 2-4).

The participants have each been assigned a client officer within the Economic Development Programme and are receiving ongoing support specific to their business needs.

TABLE 2-4: BUSINESS WORKSHOPS PARTICIPATION, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Courses	2	16	18	12	9
Participants	17	79	110	113	73

### Increases in catches by Torres Strait and Aboriginal Fishers relative to total allowable catch, strengthening claims for increased ownership

Since the implementation of the mandatory fish receiver system in Torres Strait fisheries commenced on 1 December 2017, each fishery has had at least one complete season of mandatory data reporting.

The implementation of the system is ongoing. It is expected that, as compliance with mandatory catch reporting increases, the accuracy of data for the catches from the Traditional Inhabitant Boat sector will continue to improve. Increased catches in the latest reporting period may reflect increased fishing activity or increased levels of catch reporting.

Reported catches in the tropical rock lobster fishery have maintained a share of around 45 per cent to 50 per cent of the fishery over the last 10 years

(Table 2-5). It is expected that the implementation of the Torres Strait Fisheries (Quotas for Tropical Rock Lobster (Kaiar)) Management Plan 2018, to secure access to an ongoing 66.17 per cent of the total allowable catch, will be completed before the end of 2019.

Reported catches in the coral trout fishery remained steady from the 2017-2018 season to the 2018-2019 season, while reported catches in the Spanish mackerel fishery increased (Table 2-6).

Reported catches in the bêche-de-mer fishery (total and relative to the total allowable catch) increased markedly between 2016 and 2018 (Table 2-7).

The catch statistics are estimates at time of printing and are likely to be updated in future publications. The best available and up-to-date catch data for Torres Strait fisheries can be obtained from the Fishery Status Reports published each year by the Australian Bureau of Agricultural and Resource Economics and Sciences.

Daily fisher logbook catch reporting for the Traditional Inhabitant Boat sector remains voluntary. There are ongoing discussions within the Protected Zone Joint Authority (PZJA) to identify and implement

opportunities for better data collection; however, this is likely to be a medium- to long-term outcome and remains a challenge for the PZJA.

TABLE 2-5: TROPICAL ROCK LOBSTER CATCH STATISTICS, 2016-2017 TO 2018-2019

YEAR	2016-2017	2017-2018	2018-2019*
Traditional Inhabitant Boat (TIB) Catch (Tonnes)	106.4	127.0	239.91
Total Allowable Catch (TAC) (Tonnes)	334.1	254.15	494.85
TIB Catch Share of TAC (%)	31.85	49.97	48.48

\*The 2018-19 season is still in progress; catch estimates are accurate as at 23 August 2019.  
Note: Fishery statistics are provided by fishing season, unless otherwise indicated. The tropical rock lobster fishing season is 1 December to 30 September.

TABLE 2-6: FINFISH CATCH STATISTICS, 2016-2017 TO 2018-2019

YEAR	2016-2017	2017-2018	2018-2019
<b>CORAL TROUT</b>			
Traditional Inhabitant Boat (TIB) Catch (Tonnes)	1.811	4.773	4.249
Total Allowable Catch (TAC) (Tonnes)	134.9	134.9	134.9
TIB Catch Share of TAC (%)	1.34	3.54	3.15
<b>SPANISH MACKEREL</b>			
TIB Catch (Tonnes)	<1	2.281	6.595
TAC (Tonnes)	187.7	132	115
TIB Catch Share of TAC (%)	<1	1.73	5.73

Note: Fishery statistics are provided by fishing season, unless otherwise indicated. The finfish fishing season is 1 July to 30 June.

TABLE 2-7: BÊCHE-DE-MER (ALL SPECIES COMBINED) CATCH STATISTICS, 2016 TO 2018

YEAR	2016	2017	2018
Traditional Inhabitant Boat (TIB) Catch (Tonnes)	14.4	37.7	64.3
Total Allowable Catch (TAC) (Tonnes)	115	115	110*
TIB Catch Share of TAC (%)	12.52	32.78	58.45

\* Prickly redfish (*Thelenota ananas*) TAC was reduced from 20 tonnes to 15 tonnes.  
Note: Fishery statistics are provided by fishing season, unless otherwise indicated. The bêche-de-mer fishing season is 1 January to 31 December.

### The percentage ownership of Torres Strait Commercial Fisheries by Torres Strait Islanders and Aboriginal People in the region

The TSRA has the lead on behalf of the PZJA in the development of a roadmap towards 100 per cent ownership of the commercial fisheries by Torres Strait Islander and Aboriginal Traditional Owners.

TABLE 2-8: PERCENTAGE OF TORRES STRAIT COMMERCIAL FISHERY OWNERSHIP, 2018-2019

FISHERY	OWNERSHIP PERCENTAGE
Tropical Rock Lobster	66.17*
Finfish	100
Bêche-de-mer	100
Trochus and Crab	100
Prawn	0

\* Provisional allocation under the Torres Strait Fisheries (Quotas for Tropical Rock Lobster (Kaiar)) Management Plan 2018.

### Increase in the number of emerging and professionally active artists and cultural practitioners that have access to information and support to ensure copyright and intellectual property rights

The TSRA continued to contribute towards art industry education and development in 2018-2019. Initiatives offered under the Culture, Art and Heritage Programme included direct support through grant funding and projects, and delivery of initiatives through the Gab Titui Cultural Centre.

Activity highlights included opportunities to facilitate art and cultural maintenance workshops, acquire knowledge and experience of marketing and exhibition development, and share and teach art and cultural skills to school students, adults and older people.

The TSRA also continued to provide partnership support to the three regional operating art centres – Badhulgaw Kuthinaw Mudh, Ngalmun Lagau Minaral and Erub Erwer Meta. Artists associated with the art centres have increased their skills and experience in producing and marketing their works and have presented exhibitions in national and international institutions.

TABLE 2-9: ACTIVE ARTISTS AND CULTURAL PRACTITIONERS, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Active Artists	110	117	151	156	160
Cultural Practitioners	80	90	85	30	35

### Number of Native Title claims successfully determined

The Native Title Representative Body (NTRB) in the Torres Strait is operating predominantly in a post-determination environment with 29 Native Title claims successfully determined.

Of the 343 Future Acts notices received in 2018-2019, responses have been provided to 331.

The claims currently being determined within the region are:

- QUD6040/2001 Torres Strait Regional Sea Claim (Part B)
- QUD6005/2002 Warral and Ului
- QUD266/2008 Kaurareg People #1
- QUD267/2008 Kaurareg People #2
- QUD362/2010 Kaurareg People #3.

TABLE 2-10: KEY NATIVE TITLE REPRESENTATIVE BODY RESULTS, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Active Native Title Claims under Consideration	2	5	5	5	5
Future Acts Notices Received	85	66	205	260	343

### Number of Indigenous Land Use Agreements (ILUA) that have compensation or other benefits as part of ILUA terms

Sixteen Indigenous Land Use Agreements (ILUAs) were registered with the National Native Title Tribunal in 2018-2019.

One ILUA was executed by the parties in 2018-2019. This has been lodged with the National Native Title Tribunal for registration.

TABLE 2-11: INDIGENOUS LAND USE AGREEMENTS FINALISED, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Indigenous Land Use Agreements Finalised	12	11	7	13	16

### Number of endorsed community based management plans for the natural and cultural resources of the region being actively implemented

Dugong and Turtle Management Plans have been in place for each of the 14 outer island communities since 2016. In 2018-2019, all of these plans began a community review process to update and move towards a clear implementation component.

Present plans continue to be implemented and adapted by the communities, with the support of the TSRA. The purpose of the Dugong and Turtle Management Plans is to empower traditional governance knowledge practices with sustainable and adaptive management

approaches. The plans support ongoing traditional uses and practices while ensuring sustainable populations of these marine species across the Torres Strait.

A Dugong and Turtle Management Plan and permit system for the Kaiwalagal region has been developed by Kaurareg Traditional Owners with support from the TSRA. Kaurareg Traditional Owners are working towards endorsing the plan and determining how it can be implemented, also with support from the TSRA.

The *Torres Strait Regional Biosecurity Plan 2018–2023* was launched in November 2018. This plan was developed with input from the Torres Strait and

Northern Peninsula Area Biosecurity Working Group and The Torres Strait Invasive Species Advisory Group. The Biosecurity Working Group provides an overview of regional biosecurity issues and meets quarterly to review strategies. The Torres Strait Invasive Species Advisory Group is made up of local specialist professionals implementing Torres Strait and Northern Peninsula Area specific priority biosecurity issues.

Eighteen Biosecurity Action Plans have been developed, one for each inhabited island community in the Torres Strait. These support the *Torres Strait Regional Biosecurity Plan 2018-2023* and will serve the Torres Shire Council (TSC) and Torres Strait Island Regional Council (TSIRC) as their Local Government Area biosecurity management plans.

The Biosecurity Action Plans were developed and are being implemented in close collaboration and consultation with Traditional Owners and Registered Native Title Bodies Corporate (RNTBCs), as well as local and state government agencies. The aim of the action plans is to maintain the management of biosecurity threats from pest species and diseases while respecting Ailan Kastom, Aboriginal lore and Native Title rights and interests.

Feral Animal Strategies have been completed for four communities. Wild dog and feral cat control works have been carried out in five communities by the TSRA in partnership with the TSIRC. Approximately 30 staff comprising TSRA rangers and TSIRC environmental health workers have been trained in vertebrate pest control, including licensing to distribute 1080 baits. This allows communities to take control of local pest animal issues and bait distribution, decreasing their reliance on consultants and vets.

Cane toad exclusion fencing will be placed in key standing water sites on Thursday Island and negotiations are underway to also fence perimeters of shipping companies transferring materials to Torres Strait islands. The TSRA is pursuing a new focus on cane toad mitigation for Horn Island and Thursday Island, in conjunction with key biosecurity agencies and industry partners.

Working on Country Plans are also in place for all communities, and a review of those plans has commenced. The plans were developed in partnership with key stakeholder groups in the individual communities and all relevant groups have been identified in order for the revision process to proceed.

TABLE 2-12: COMMUNITY-BASED MANAGEMENT PLANS, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Management Plans	32	32	32	37	49

### Increase the level of engagement of elected Torres Strait Islander and Aboriginal leaders in policy development and decision-making

The primary indicator of the level of engagement is the number of meetings between the elected members of the TSRA and government ministers. This includes engagements by the TSRA Chairperson and other

Board members during visits to Canberra, as well as the TSRA Board's engagement with ministers during their visits to the region.

In this reporting period, 12 high-level engagements took place between TSRA Board members and Queensland Government and Australian Government ministers and senior government officials (Table 2-13).

TABLE 2-13: HIGH-LEVEL ENGAGEMENTS BY TSRA BOARD MEMBERS, 2014-2015 TO 2018-2019

YEAR	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Engagements	35	36	41	20	12*

\* The government went into caretaker mode in April 2019, affecting our ability to meet with federal ministers and senior government officials.



## Number of PBCs that achieve Office of the Registrar of Indigenous Corporations (ORIC) compliance as at 31 December each year

The majority of RNTBCs in the region have met many, if not all, of the Office of the Registrar of Indigenous Corporations compliance requirements.

Two RNTBCs have maintained a level of capacity which has reduced their dependency on grant funding by operating on a fee-for-service cost recovery model. In 2018-2019, those RNTBCs made a commitment to provide support to other RNTBCs in the region as result of the fee-for-service cost recovery model.

Other RNTBCs also positioned themselves well in 2018-2019 to reduce their dependency on grant funding in the coming year.

## Increased investment into new and existing regional environmental health infrastructure

The Australian Government and the Queensland Government have provided \$30 million for the TSRA to undertake the Major Infrastructure Programme Stage 6. The 12 health infrastructure projects being delivered under the programme across the three regional council areas will be completed in 2019. The TSRA also continued to fund a range of minor infrastructure projects through the three regional councils in 2018-2019.

The TSRA has secured \$20 million in coastal protection investment from the Queensland Government to commence Stage 2 of the Torres Strait Seawalls Programme. This important programme ensures that crucial coastal protection work is undertaken for the Torres Strait. Detailed planning and cost analysis for coastal erosion mitigation work is almost complete for works on the most endangered islands: Boigu, Poruma, Warraber, Iama and Masig. Funding of \$40 million will be required to complete work on all five islands. The TSIRC has confirmed that its priority for the funding available is to commence works on Boigu and Poruma.

## Improve regional environmental health, telecommunications and marine infrastructure

### Telecommunications

In December 2016, the TSRA Board agreed to progress, with Telstra, a two-phased approach to improve the platform for 4G technology in the Torres Strait and deliver an increased network backhaul capacity for the region.

In June 2018, Telstra announced the successful completion of the first phase, the \$8.26 million Torres Strait Digital Foundation Project. The project, which commenced in January 2017, has significantly improved the standard of telecommunications available to residents of the Torres Strait region.

The second phase, the Torres Strait Digital Expansion Project, is valued at \$7.76 million (\$3.66 million contributed by Telstra and \$3.66 million from state and federal government co-contributors). It will focus on 4G base station upgrades in the top-western islands of the Torres Strait.

In May 2019, the TSRA signed a tripartite agreement with all funding parties for the second phase to commence in the new financial year.

### Marine Infrastructure

Since 2011, the TSRA has delivered infrastructure projects through the Transport Infrastructure Development Scheme, a co-funding initiative of the Queensland Government Department of Transport and Main Roads. The TSRA contributes \$500,000 annually to the scheme under an MOU with the department. This year the funding delivered a helipad upgrade on Dauan Island and airstrip pavement repairs on Badu Island, and assisted in the development of the Prince of Wales Island Safe Landing Facility project.

In 2018-2019, the TSRA secured \$6 million in infrastructure funding from the Australian Government for the Prince of Wales Island Safe Landing Facility project. The TSRA is working with the TSC to seek development approval for the safe landing facility.

# Programme Reports

This section reports on the activities undertaken in 2018-2019 by the TSRA's eight programmes:

- Economic Development
- Fisheries
- Culture, Art and Heritage
- Native Title
- Environmental Management
- Governance and Leadership
- Healthy Communities
- Safe Communities.

Each programme report provides the following information:

- a statement of the regional goal, programme outcomes and projects and initiatives set out in the *Torres Strait Development Plan 2014-2018*
- a summary of expenditure
- a summary of performance.

## Economic Development

### Regional Goal

Enhance our region's wealth by creating sustainable industries and increasing employment opportunities for our people equivalent to the wider Australian community.

### Outcomes

- Increased capability of Torres Strait Islander and Aboriginal people in the region to manage commercially viable businesses.
- Improved access to capital and other opportunities to finance commercially viable businesses.
- Increased number of commercially viable businesses owned and or operated by Torres Strait Islander and Aboriginal people in the region.
- Improved wealth of Torres Strait Islander and Aboriginal people in the region.

### Projects and Initiatives

- Concessional home loans.
- Concessional business loans.
- Business training.
- Business support services.

### Expenditure

TABLE 2-14: ECONOMIC DEVELOPMENT  
PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
10,562	10,756	-194

## Performance

ACTIVITY	FLAG	STATUS
Business Funding Support	Completed/ on schedule	Three Business Funding Scheme loan applications were received and approved.
Economic Development Investment Strategy	Completed/ on schedule	<p>The TSRA's Regional Economic Investment Strategy continued to support three focal industries: Fisheries; Tourism; and Arts and Creative Industries.</p> <p>Three Fisheries Business Growth Package applications were received and approved (one was subsequently withdrawn by the applicant).</p> <p>One Tourism Business Growth Package application was received and was under review at 30 June 2019.</p> <p>One Arts and Creative Industries Business Growth Package application was received and was under review at 30 June 2019.</p> <p>The Tourism Business Growth Package was launched in October 2018. The package provides a combination of low-interest business loans, professional business support and grant funding for eligible applicants.</p>
You Sabe Business Workshops	Completed/ on schedule	<p>The You Sabe Business workshops series is a new service replacing the Into Business workshops that the TSRA delivered in partnership with Indigenous Business Australia.</p> <p>The new service is contextualised to the Torres Strait region and targets the business incubation stage. It aims to encourage and support the development of business skills and business growth for local Indigenous start-ups.</p> <p>Three series of You Sabe Business were delivered in 2018-2019, each comprising three workshops – You Sabe Dream, You Sabe People and You Sabe Money. In total, 73 participants attended the workshops and 24 participants completed the workshop series.</p> <p>The participants have each been assigned a client officer within the Economic Development Programme and are receiving ongoing support specific to their business needs.</p>
Torres Strait Maritime Pathways Project	Completed/ on schedule	<p>The Torres Strait Maritime Pathways Project enhances the skills and capability of Torres Strait Islander and Aboriginal people in the region to operate commercial vessels and create maritime career pathways in related industries.</p> <p>The project currently focuses on equipping Traditional Inhabitant Boat licence holders with coxswain licences, to meet legislative requirements for commercial fishing. The TSRA is committed to supporting fishers to obtain the coxswain licence before 30 June 2020, when the Australian Maritime Safety Authority (AMSA) exemption for commercial fishing vessels under six metres operating in the region is due to expire.</p> <p>In 2018-2019:</p> <ul style="list-style-type: none"> <li>● 83 participants commenced and completed the Shipboard Safety Skill Set course</li> <li>● 83 participants commenced and completed the Marine Radio course</li> <li>● 80 participants commenced and completed the Senior First Aid course</li> <li>● 81 participants commenced and completed the Certificate II in Maritime Operations (Coxswain Grade 1 Near Coastal)</li> <li>● two participants commenced but did not complete the Certificate III in Maritime Operations (Master up to 24 Metres Near Coastal).</li> </ul>

ACTIVITY	FLAG	STATUS
Growing Our Own Tagai Transitions Maritime project	Completed/ on schedule	<p>The Growing Our Own Tagai Transitions Maritime project was delivered by the TSRA in partnership with Tagai State College, TAFE North Queensland and the region's Community Development Programme (CDP) provider, My Pathway.</p> <p>This project targets students in years 10, 11 and 12 at Tagai State College and builds their capability to utilise the region's commercial maritime resources, and prepares school leavers for a smooth transition from school to work.</p> <p>In the period from 1 July to 31 December 2018:</p> <ul style="list-style-type: none"> <li>• 17 Year 10 students completed the Shipboard Safety Skill Set course</li> <li>• 10 Year 10 students completed the Short Range Operator Certificate of Proficiency course</li> <li>• Six Year 10 students completed the Certificate I in Maritime Operations (General Purpose Hand Near Coastal)</li> <li>• 11 Year 11 students completed the Certificate II in Maritime Operations (Coxswain Grade 1 Near Coastal)</li> <li>• 14 Year 11 students completed the Senior First Aid course</li> <li>• 12 Year 12 students completed the Certificate II in Maritime Operations (Coxswain Grade 1 Near Coastal) and task book</li> <li>• 11 Year 12 students completed the Certificate II in Maritime Operations (Marine Engine Driver Grade 3 Near Coastal) and task book</li> <li>• 11 Year 12 students completed the required 30 days of sea time</li> <li>• 11 Year 12 students completed AMSA mandated practical assessments and AMSA applications.</li> </ul> <p>A total of seven students transitioned into employment upon completion of Year 12.</p> <p>Between 1 January and 30 June 2019, a new cohort of students commenced the Growing Our Own Tagai Transitions Maritime project:</p> <ul style="list-style-type: none"> <li>• 12 Year 10 students commenced the Shipboard Safety Skill Set course in term 1</li> <li>• 15 Year 10 students commenced the Shipboard Safety Skill Set course in term 2</li> <li>• 16 Year 11 students progressed towards competency in the Certificate II in Maritime Operations (Coxswain Grade 1 Near Coastal)</li> <li>• 16 Year 11 students commenced the Short Range Operator Certificate of Proficiency</li> <li>• 14 Year 12 students accumulated 50 per cent of the required sea time.</li> </ul> <p>The TSRA and partners are planning future Growing Our Own Tagai Transitions Maritime projects.</p>
Home Ownership Programme	Behind schedule less than three months	<p>Two home loans were approved in 2018-2019. Complex land tenure arrangements in the Torres Strait continue to make it difficult for loan applicants to provide appropriate security for loans in Deed of Grant in Trust and reserve communities.</p> <p>The TSRA no longer has an agreement with Indigenous Business Australia for home loans. The TSRA continues to provide home loans in the region.</p>

ACTIVITY	FLAG	STATUS
Employment and training projects	Completed/ on schedule	<p>The TSRA works in partnership with My Pathway, local shires and Prescribed Bodies Corporate (PBCs) to deliver employment and training projects that aim to transition job seekers from the CDP into employment. These projects provide industry-specific training to CDP job seekers while also benefiting the wider community.</p> <p><b>PROJECTS IN 2018-2019</b></p> <p>Four projects were undertaken in 2018-2019:</p> <ul style="list-style-type: none"> <li>• Wongai Multi-Purpose Courts Upgrade</li> <li>• Torres Strait Islander Media Association Radio Station Refurbishment</li> <li>• Ken Brown Oval Extension</li> <li>• Thursday Island Cycleway (Stage Two).</li> </ul> <p><i>Wongai Multi-Purpose Courts Upgrade</i></p> <p>The Torres Strait Youth and Recreational Sporting Association (TSYRSA), which owns the Wongai Multi-Purpose Courts on Thursday Island, identified this project as a priority for recreational infrastructure redevelopment.</p> <p>The project was developed by the TSYRSA in partnership with the TSRA and My Pathway, and provided work and training opportunities for CDP job seekers from Thursday Island, Hammond Island and Horn Island.</p> <p>As a result of their participation, seven job seekers now hold nationally accredited qualifications, including the Certificate II in Construction Pathways. Eight CDP job seekers gained full-time employment in the construction industry.</p> <p><i>Torres Strait Islander Media Association Radio Station Refurbishment</i></p> <p>The Torres Strait Islander Media Association operates the 4MW community radio station from its own building on Thursday Island.</p> <p>It was determined that the two-storey building needed renovations and structural repairs due to its age and the effects of damp rot, white ants and poor maintenance. The project was fully funded by the TSRA and developed in partnership with My Pathway and the Torres Strait Islander Media Association.</p> <p>A team of eight CDP job seekers (all female) studied a Certificate II in Construction Pathways as part of the project, while working under the supervision of a local Indigenous building contractor, Powankaz Building and Civil Constructions Pty Ltd.</p> <p>Six job seekers achieved a Certificate II in Construction Pathways. Five gained jobs on site following the completion of training and have obtained ongoing employment in the region's building sector.</p> <p>The project also stimulated the regional economy by using local Indigenous businesses to manage the construction works. The TSRA is proud to report that a 96 per cent Indigenous participation rate was achieved.</p> <p><i>Ken Brown Oval Extension</i></p> <p>Work to extend the Ken Brown Oval, on Thursday Island, continued in 2018-2019 and is scheduled to be completed by the end of 2019.</p> <p>While the project will see the oval extended to meet the requirements for Queensland Rugby League competition matches, the TSRA's sponsorship was focused on increasing the number of Torres Strait Islander and Aboriginal people in employment. Seven CDP job seekers completed training in the Certificate II in Civil Construction in April 2019 and are all now employed full-time by the TSC.</p> <p><i>Thursday Island Cycleway (Stage Two)</i></p> <p>Work on the Thursday Island Cycleway (Stage Two), the boardwalk, was completed in June 2019.</p> <p>The Thursday Island Cycleway project is multi-phased and is led by the TSC. Project partners include the TSRA, My Pathway and the Queensland Department of Transport and Main Roads.</p> <p>Construction of the Thursday Island Cycleway (Stage Three) is scheduled to commence in August 2019, with the TSRA matching the TSC's financial investment. My Pathway has applied for six traineeships via the Skilling Queenslanders for Work initiative to create additional employment on this stage of the project.</p>

ACTIVITY	FLAG	STATUS
		<p><b>FUTURE PROJECTS</b></p> <p>The TSRA is co-funding the construction of a concrete road on Muralag Esplanade, Prince of Wales Island, to support continued employment for job seekers recently trained and employed by the TSC. The project was planned for 2018-2019 but did not commence, due to adverse weather conditions. It has been rescheduled to commence at the beginning of July 2019.</p> <p>The TSRA and partners are also planning for projects including:</p> <ul style="list-style-type: none"> <li>• the renovation of the PBC's guesthouse on Mer Island (the training component of this project commenced in June 2019)</li> <li>• the renovation of the PBC's business centre on Badu Island</li> <li>• a mentors employment project.</li> </ul>
Tourism	Completed/ on schedule	<p>In 2018-2019, the TSRA continued to fund three Tourism Officer positions based in the TSC, the TSIRC and the Northern Peninsula Area Regional Council (NPARC). These positions are dedicated solely to supporting the region's efforts in enhancing the tourism/visitor economy for a two-year period, 2018-2020.</p> <p>To continue to develop stronger ties with Tourism Tropical North Queensland (TTNQ) in the region, the TSRA continues to fund a Regional Tourism Coordinator based in the TTNQ office in Cairns.</p>
Website redesign	Completed/ on schedule	The Economic Development Programme area continues to improve and enhance the user experience of the TSRA website.
Community Development Programme agreement management	Completed/ on schedule	<p>At 30 June 2019, there were 780 CDP job seekers. This represents a fall of 109 job seekers when compared to the total for 2017-2018.</p> <p>During 2018-2019, 187 job seekers transitioned into paid employment. The regional employment target was met in each reporting period in 2018-2019.</p>

### Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
An increase in the number of Torres Strait Islander and Aboriginal people in employment	Completed/ on schedule	<p>In 2018-2019, 187 CDP job seekers moved from welfare into employment. Job placements were in the following industries:</p> <ul style="list-style-type: none"> <li>• government (includes councils) – 14</li> <li>• retail – 16</li> <li>• education – 17</li> <li>• hospitality – 10</li> <li>• aged care – 4</li> <li>• construction/labour – 46</li> <li>• arts and recreation services – 4</li> <li>• rental, hiring and real estate services – 3</li> <li>• administrative and support services – 44</li> <li>• transport – 6</li> <li>• other – 23.</li> </ul> <p>The overall job placement number has decreased. A slightly higher number of job seekers remained in work for a minimum of 26 weeks in 2018-2019 than in 2017-2018. A total of 211 job seekers met employment outcome milestones:</p> <ul style="list-style-type: none"> <li>• 13 week outcome – 115 CDP job seekers.</li> <li>• 26 week outcome – 96 CDP job seekers.</li> </ul>

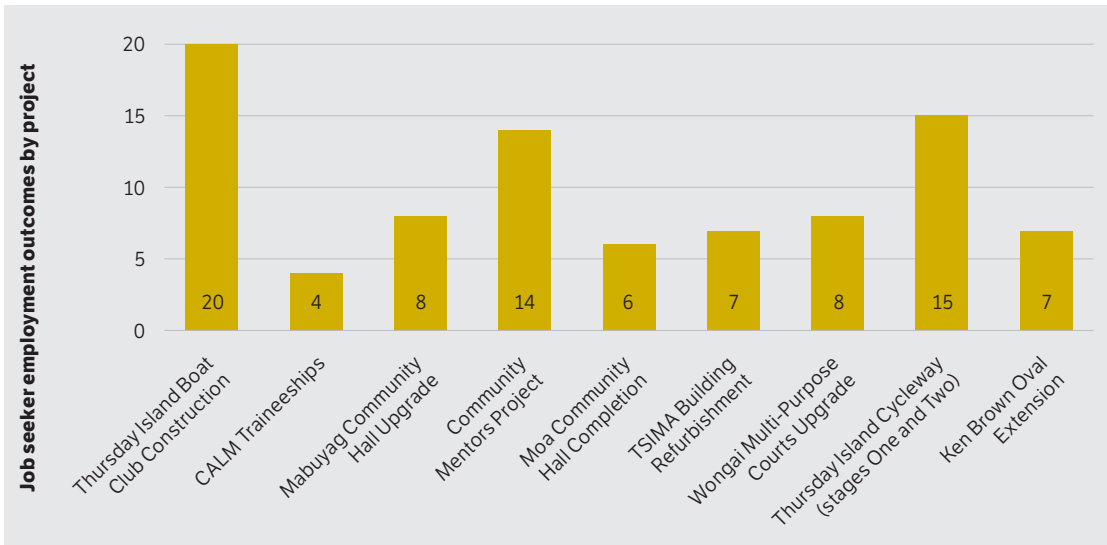
INDICATOR	FLAG	STATUS
Increase in the number of Torres Strait Islander and Aboriginal owned commercially viable businesses	Completed/ on schedule	<p>In 2018-2019, three business loans were approved to support Torres Strait Islander and Aboriginal owned businesses, and business mentoring and support were provided to 11 clients.</p> <p>Under the Regional Economic Investment Strategy:</p> <ul style="list-style-type: none"> <li>• Three Fisheries Business Growth Package applications were received and approved (one was subsequently withdrawn by the applicant).</li> <li>• One Tourism Business Growth Package application was received and was under review at 30 June 2019.</li> <li>• One Arts and Creative Industries Business Growth Package application was received and was under review at 30 June 2019.</li> </ul>
Increased availability of approved business training	Completed/ on schedule	<p>In 2018-2019, the TSRA provided face-to-face business training through the delivery of the You Sabe Business workshops.</p> <p>A total of 24 participants completed the You Sabe Business workshop series. Surveys conducted during and after the workshops indicate a very high level of participant satisfaction.</p>

### Case Study: Reducing Unemployment through Employment and Training Projects

Since the inception of the CDP, in 2015, the TSRA has supported the successful completion of nine employment and training projects that directly

targeted CDP job seekers in an effort to reduce the regional unemployment numbers. A total of 89 job outcomes can be attributed to employment and training projects since the inception of the CDP, as detailed in Figure 2-1.

FIGURE 2-1: JOB OUTCOMES FOR TSRA EMPLOYMENT AND TRAINING PROJECTS TARGETING COMMUNITY DEVELOPMENT PROGRAMME JOB SEEKERS FROM 2014-2015 TO 2018-2019



CALM = Conservation and Land Management, TSIMA = Torres Strait Islander Media Association



These results are in addition to the outcomes achieved through the TSRA's other employment and training projects – Torres Strait Maritime Pathways Project and Growing Our Own Tagai Transitions – which target students and community members, not job seekers directly. As an early intervention strategy, the Growing Our Own Tagai Transitions Maritime project has successfully transitioned more than 20 Year 12 graduates of Tagai State College from school into full-time employment in the maritime industry. This initiative is fully funded by the TSRA.

The TSRA Economic Development Programme prides itself on its role as the CDP Agreement Manager in Torres Strait Region 59. The programme's capacity to achieve employment and training results has been established over many years. The TSRA has extensive experience in managing the CDP in its many forms.

Since the CDP's commencement the TSRA has supported a steep decline, of 36 per cent, in the caseload, from 1,217 participants in 2015 to 780 participants at 30 June 2019.

As the Agreement Manager for the CDP in Torres Strait Region 59, the TSRA continues to successfully drive collaboration with the current CDP provider, stakeholders and the business community in the region to transition job seekers into real employment.



EIGHT FEMALE CDP JOB SEEKERS, FROM THURSDAY, HORN, HAMMOND AND BADU ISLANDS, STUDIED A CERTIFICATE II IN CONSTRUCTION PATHWAYS WHILE WORKING ON THE TORRES STRAIT ISLANDER MEDIA ASSOCIATION RADIO STATION REFURBISHMENT. PICTURED ARE MY PATHWAY TRAINER JOSEPH LUI AND MENTOR GIL MAILMAN INSTRUCTING JOB SEEKERS DURING THE PROJECT. AS A RESULT OF THEIR PARTICIPATION, SIX JOB SEEKERS COMPLETED THE CERTIFICATE AND FIVE FOUND ONGOING, FULL-TIME EMPLOYMENT IN THE REGION'S CONSTRUCTION SECTOR.

THE GROWING OUR OWN TAGAI TRANSITIONS MARITIME PROJECT HAS SUCCESSFULLY TRANSITIONED MORE THAN 20 YEAR 12 GRADUATES OF TAGAI STATE COLLEGE FROM SCHOOL INTO FULL-TIME EMPLOYMENT IN THE MARITIME INDUSTRY.



THE THURSDAY ISLAND CYCLEWAY PROJECT IS A PARTNERSHIP BETWEEN THE TSRA, MY PATHWAY, THE TSC AND THE QUEENSLAND DEPARTMENT OF TRANSPORT AND MAIN ROADS. STAGE TWO OF THE PROJECT RESULTED IN 15 CDP JOB SEEKERS SUCCESSFULLY TRANSITIONING FROM THE CDP INTO PAID EMPLOYMENT IN THE BUILDING AND CONSTRUCTION INDUSTRY.



THE NEWLY RENOVATED ST PAULS COMMUNITY HALL ON MOA ISLAND. THE TSIRC PROPOSED A PROJECT TO REPAIR AND COMPLETE ITS COMMUNITY HALLS AT ST PAULS AND KUBIN, WHICH WERE UNUSABLE DUE TO INCOMPLETE CONSTRUCTION AND SAFETY CONCERNS. THE PROJECT, WHICH WAS COMPLETED IN 2017-2018, ENABLED 10 CDP JOB SEEKERS TO GAIN A CERTIFICATE II IN CONSTRUCTION PATHWAYS. SIX JOB SEEKERS GAINED EMPLOYMENT FOR THE DURATION OF THE PROJECT AND TWO SECURED ONGOING EMPLOYMENT WITH THE LOCAL CONTRACTOR, PAUL WARE CONSTRUCTION, WHO WAS AWARDED THE BUILDING CONTRACT.

## Fisheries

### Regional Goal

Enhance our region's wealth, by managing and maintaining sustainable fishing industries and increasing employment and economic opportunities for our people.

### Outcomes

- A commercially viable fishing industry which is 100 per cent owned by Torres Strait Islander and Aboriginal people.
- Improved wealth of Torres Strait Islander and Aboriginal people of the region.
- Sustainable management of fisheries resources.

### Projects and Initiatives

- Engaging in the PZJA and supporting the engagement of Torres Strait Islander and Aboriginal people in PZJA decision-making.
- Providing opportunities to develop the capability and capacity of Torres Strait Islander and Aboriginal people to benefit from fisheries in the region.
- Assisting communities to engage in programme activities.
- Managing access to fisheries resources held in trust for Torres Strait Islander and Aboriginal people of the region.

### Expenditure

TABLE 2-15: FISHERIES PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
2,716	2,850	-134

TABLE 2-16: FISHERIES PROGRAMME EXTERNAL FUNDING EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
1,410	2,516	-1,106

## Performance

ACTIVITY	FLAG	STATUS
Research and extension	Completed/ on schedule	<p>The Fisheries Programme's research and extension projects support the sustainability and commercial use of Torres Strait fisheries.</p> <p>In 2018-2019, in partnership with the Fisheries Research and Development Corporation, the programme completed a project to investigate the feasibility of directly exporting fisheries products from the Torres Strait and the potential for a value-add brand for Torres Strait seafood.</p> <p>The outcomes of this and other research projects were presented to stakeholders at the Torres Strait Fisheries Summit in August 2018.</p>
Fisheries roadmap – towards 100 per cent ownership	Completed/ on schedule	<p>The TSRA has the lead on behalf of the PZJA for the development of the fisheries roadmap towards 100 per cent ownership of the commercial fisheries by Torres Strait Islander and Aboriginal Traditional Owners.</p> <p>In November 2018, the PZJA determined the Torres Strait Fisheries (Quotas for Tropical Rock Lobster (Kaiar)) Management Plan 2018, providing a quota management plan that provides Traditional Inhabitants with statutory fishing rights over 66.17 per cent of the tropical rock lobster fishery. This is the first quota management plan to be implemented in Torres Strait fisheries and provides the Traditional Inhabitant sector with secure and ongoing access to the fishery.</p> <p>Currently, the TSRA owns 100 per cent of the finfish and bêche-de-mer fisheries on behalf of Traditional Inhabitants.</p>
Capacity building and training	Completed/ on schedule	<p>The Fisheries Programme delivers projects that increase the capacity of Torres Strait Islander and Aboriginal people in the region to participate in commercial fishing activities and the sustainable management of fisheries resources.</p> <p>In February 2019, the programme delivered an induction workshop for the newly elected PZJA Traditional Inhabitant members. This was followed by a leadership and fisheries management workshop, which took place on Thursday Island. Two PZJA members were also supported to attend a leadership and fisheries management workshop in Brisbane with participants from across Australia.</p> <p>The Fisheries Programme continued to support a fisheries cadet studying marine biology at James Cook University and sponsored one participant in the 2018 National Seafood Industry Leadership Programme.</p> <p>The TSRA has developed a new support model for PZJA Traditional Inhabitant members to increase member engagement and support in the PZJA decision-making process, by providing additional support before, during and after PZJA advisory committee meetings.</p>
Finfish quota management	Completed/ on schedule	<p>Each year since 2008 the TSRA has leased licences in the finfish fishery to non-Indigenous fishers. The aim of leasing licences to non-Indigenous fishers is to maintain markets until the Traditional Inhabitant Boat licence sector can increase its catch and meet market demand.</p> <p>The Fisheries Programme provides support to the TSRA Board and the Finfish Quota Management Committee to facilitate the leasing process. In 2018-2019, the committee recommended that licences for 84 tonnes of Spanish mackerel, 36 tonnes of coral trout and 6 tonnes of other species be leased out. Those leases generated \$189,400 in revenue.</p>

ACTIVITY	FLAG	STATUS
PZJA representation	Completed/ on schedule	<p>In 2018-2019, the Fisheries Programme held a community nomination process for appointment to a three-year term of Traditional Inhabitant members of PZJA advisory committees. The process was held at the 2018 Torres Strait Fisheries Summit, resulting in 22 positions being filled with representatives from across the Torres Strait cluster nations.</p> <p>The Fisheries Programme participated in and supported Traditional Inhabitant members' participation in:</p> <ul style="list-style-type: none"> <li>• three Scientific Advisory Committee meetings</li> <li>• two Tropical Rock Lobster Working Group meetings</li> <li>• three Tropical Rock Lobster Resource Assessment Group meetings</li> <li>• three Finfish Working Group meetings</li> <li>• three Finfish Resource Assessment Group meetings</li> <li>• one Finfish Harvest Strategy workshop</li> <li>• two Hand Collectables Working Group meetings.</li> </ul>
Fisheries Regional Ownership Framework	Behind schedule less than three months	<p>In 2018-2019, the TSRA supported the Fisheries Regional Ownership Framework Steering Committee to progress the design of an entity to hold and manage fisheries assets in the Torres Strait. The Fisheries Programme is preparing for community consultation on the model in 2019-2020.</p> <p>The steering committee for this project includes the TSRA Chairperson, Portfolio Member for Fisheries and Member for Ngurapai and Muralag, and Member for Badu; two community representatives; and Native Title representation.</p>
Fisheries Summit	Completed/ on schedule	<p>The Fisheries Programme hosted the 2018 Torres Strait Fisheries Summit on 28-30 August on Thursday Island. The summit brought together approximately 100 key stakeholders, relevant government organisations and industry experts with a focus and interest in the Torres Strait fishing industry.</p> <p>With a theme of '2020 Vision', the three-day event focused on tackling some of the biggest issues facing the fisheries and fishing industry in the region.</p>
Fisheries Infrastructure	Behind schedule less than three months	<p>The Fisheries Programme has progressed a project to upgrade and develop new fishing infrastructure facilities in Torres Strait communities.</p> <p>Significant components of this activity in 2018-2019 were to engage with communities to identify and survey appropriate sites and to progress the required land use agreements and facility lease agreements with local councils. The design of new facilities appropriate to the Torres Strait region also commenced.</p> <p>The first facility to be refurbished under the infrastructure package was the community freezer facility based on Erub Island.</p>

## Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Increase in catches by Torres Strait Islander and Aboriginal fishers relative to total allowable catch	Completed/ on schedule	<p>The projects delivered by the TSRA Fisheries Programme are focused on increasing Torres Strait Islander and Aboriginal participation in commercial fishing activities.</p> <p>In the 2018-2019 fishing seasons, catch reporting by Torres Strait Islander and Aboriginal fishers in the Torres Strait became mandatory for the first time, through the fish receipt licensing system implemented on 1 December 2017.</p> <p>While this system will not capture information on the catch and effort in the fishery to inform scientific assessments, it will start to provide reliable data on the total catches of Torres Strait Islander and Aboriginal fishers in the region. For details of the Total Inhabitant Boat sector's share of total allowable catch, please see tables 2-5 to 2-7 of this Annual Report.</p> <p>For the first time, agreement on sectoral catch allocations in the tropical rock lobster fishery has resulted in a significant increase of catch by the Traditional Inhabitant Boat sector, relative to the Transferrable Vessel Holder sector, through the 2018-2019 fishing season (scheduled to close in September 2019).</p>
Number of opportunities for Torres Strait Islander and Aboriginal people to increase their understanding and use of Torres Strait fisheries resources	Completed/ on schedule	<p>This indicator is being met through the programme's research and extension and capacity-building and training projects.</p> <p>The TSRA continues to support the attendance and participation of up to five Traditional Inhabitant members in all PZJA consultative forums.</p> <p>The indicator is also being met through the TSRA's sponsorship of:</p> <ul style="list-style-type: none"> <li>• participants in the National Seafood Industry Leadership Programme – one TSRA-supported participant completed the programme in 2018</li> <li>• a TSRA Indigenous fisheries cadet, who commenced in 2017-2018</li> <li>• participants in professional development workshops to increase scientific knowledge and leadership skills – two workshops were held in 2018-2019, with 15 TSRA-supported participants at each workshop.</li> </ul>



### **Case Study: Hosting the 2018 Torres Strait Fisheries Summit**

The TSRA Fisheries Programme hosted the 2018 Torres Strait

Fisheries Summit on Thursday Island on 28-30 August 2018. The summit brought together approximately 100 key stakeholders, relevant government organisations and industry experts with an interest in the Torres Strait fishing industry.

The theme of the three-day event was '2020 Vision', and the key focus was tackling some of the biggest issues facing the fisheries and fishing industry in the region.

The summit included a panel with the TSRA Fisheries Regional Ownership Framework Steering Committee, and over 15 presentations from Traditional Owners, legal and industry experts, the Australian Fisheries Management Authority, AMSA, the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and business consultants.

TSRA Chairperson Mr Napau Pedro Stephen AM provided the keynote speech at the summit, emphasising that achieving the aspiration of 100 per cent ownership of fisheries by Torres Strait communities requires a focus and commitment to action. He outlined his 2020 vision and asked participants to establish and commit to clear steps for the year 2020 in order to progress towards the 100 per cent ownership.

The summit was successful in developing momentum on progressing the Fisheries Regional Ownership Framework model. It was also instrumental in moving the region forward in agreement on the Torres Strait Fisheries (Quotas for Tropical Rock Lobster (Kaiar)) Management Plan 2018, to secure a two-thirds share of the fishing access rights in the tropical rock lobster fishery for Traditional Inhabitants.

The management plan was determined by the PZJA in November 2018 and is scheduled to be implemented by the PZJA prior to the 2019-2020 fishing season. The PZJA also determined that for the 2018-2019 fishing season a sectoral split of the Australian tropical rock lobster share in the Torres Strait Protected Zone between the Traditional Inhabitant Boat sector and the Transferrable Vessel Holder sector could be enforced.

The agreement on the management plan is an historic achievement, creating statutory fishing rights that give a majority share of a commercial fishery collectively to Torres Strait communities. The plan establishes a secure and ongoing right to access 66.17 per cent of catches in the tropical rock lobster fishery and new mechanisms by which to achieve the aspiration for 100 per cent ownership. The quota management system also establishes a solid foundation for achieving greater wealth for Traditional Inhabitants of the region by creating a valuable fisheries asset.

The TSRA is continuing to progress the Fisheries Regional Ownership Framework as a priority, to establish a regional, independent entity to manage commercial fisheries assets for the benefit of Torres Strait communities.



PARTICIPANTS AT THE 2018 TORRES STRAIT FISHERIES SUMMIT  
LEARNING FROM INDUSTRY EXPERTS



KEY STAKEHOLDERS DISCUSSING THE FISHERIES REGIONAL  
OWNERSHIP FRAMEWORK MODEL

## Culture, Art and Heritage

### Regional Goal

Protect, promote, revitalise and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage.

### Outcomes

- An active and sustainable arts and craft industry.
- Cultural values and protocols are integrated into service planning and management practice.
- The unique cultural heritage and histories of the region are preserved, maintained and promoted.
- Strong, supported and respected Ailan Kastom.
- The copyright, intellectual property and traditional knowledge of Torres Strait Islander and Aboriginal people in the region are protected.

### Projects and Initiatives

- Cultural maintenance and observance.
- Arts industry development.
- Gateway/hub for presenting, preserving, promoting and providing education on Torres Strait Islander and Aboriginal culture and arts.
- Cultural heritage management (with links to the Environmental Management Programme).
- Copyright and intellectual property rights.
- Cultural values and protocols.

### Expenditure

TABLE 2-17: CULTURE, ART AND HERITAGE PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
5,009	4,913	96

TABLE 2-18: CULTURE, ART AND HERITAGE PROGRAMME EXTERNAL FUNDING EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
158	1	157

## Performance

ACTIVITY	FLAG	STATUS
Arts development programme	Completed/ on schedule	<p>The TSRA continued to support the Badu, Erub and Moa art centres through operational and capacity-building support. These partnerships assist artists to produce and develop their art and enable economic opportunities in the art industry within the Torres Strait. Key achievements in 2018-2019 included artists' participation and inclusion at industry events and exhibitions on national and international platforms.</p> <p>Arts development initiatives were delivered through grants and public programmes providing opportunities for engagement with artists and cultural practitioners.</p> <p>Partnerships with essential stakeholders such as Arts Queensland, UMI Arts, Cairns Indigenous Art Fair and Darwin Aboriginal Art Fair guaranteed appropriate Torres Strait Islander and Aboriginal inclusion in arts development initiatives.</p>
Culture, art and heritage grants	Completed/ on schedule	<p>The TSRA supported a total of 13 grant applications under the Culture, Art and Heritage Programme, contributing towards the promotion and maintenance of Torres Strait Islander and Aboriginal culture and art within and, where applicable, outside the region.</p> <p>Funded activities included language and cultural maintenance initiatives, artists' skills development projects, and traditional performing arts participation at events for individuals and groups.</p> <p>The programme also contributed to regionally significant events including the biennial Winds of Zenadh Cultural Festival on Thursday Island, and the Seisia Community 70th Anniversary.</p>
Cultural maintenance programme	Completed/ on schedule	<p>The TSRA ensures that Ailan Kastom and cultural protocols are appropriately applied through programmes and initiatives delivered in communities. The TSRA also provides guidance on cultural protocols to Australian Government and Queensland Government departments and non-government stakeholders working in the region and involved in Indigenous matters relating to the Torres Strait.</p> <p>Throughout 2018-2019, the TSRA supported initiatives on cultural maintenance, including the distribution of grant funding towards the inclusion of traditional music and dance groups at cultural events, and activities promoting and preserving cultural knowledge and traditions through publications and music production.</p> <p>The Gab Titui Cultural Centre (Gab Titui) actively promotes cultural maintenance through exhibitions displayed in the Ephraim Bani Gallery. In 2018-2019, the exhibitions programme featured the Gab Titui Collection and the <i>Butal Inu Ngapa Buy</i> cultural maintenance exhibition.</p>
Dance strategy	Completed/ on schedule	<p>Throughout 2018-2019, Torres Strait Islander and Aboriginal traditional dance groups based in the region were supported through opportunities including the TSRA grant rounds, TSRA and Gab Titui events and the Torres Strait Dance Strategy.</p> <p>Events considered for the Torres Strait Dance Strategy were the 2019 Cairns Indigenous Art Fair and the 2019 Darwin Aboriginal Art Fair, which had been favourably recommended from previous years' successful Torres Strait Islander dance group performances.</p> <p>The TSRA sponsored the inclusion of a performance by a traditional Torres Strait Islander dance group, Naygayiw Gigi from Seisia, at the 2018 National NAIDOC Awards in Sydney. This successful sponsorship has created opportunities for inclusion in future NAIDOC events.</p>
Arts licensing and intellectual property protection	Completed/ on schedule	<p>Gab Titui engaged 40 artists under licence agreements for the use of their artwork images in publications and on art and craft products and merchandise developed by the centre, such as mugs, ties, magnets and a calendar.</p>



ACTIVITY	FLAG	STATUS
Gab Titui Indigenous Art Award	Completed/ on schedule	<p>Gab Titui held its 11th Indigenous Art Award in July 2018, showcasing 52 entries in the Wabunaw Geth Gallery. The opening night included the opening of <i>Butal Inu Ngapa Buy</i>, which attracted over 400 people on opening night and more than 4,000 local and visiting patrons over the duration of the awards exhibition.</p> <p>The Indigenous Art Award is recognised as a flagship event for Gab Titui and the TSRA. The 2018 awards exhibition was the last annual event: the centre has introduced a biennial schedule, and the 12th Indigenous Art Award will be presented in 2020.</p>
Gab Titui Cultural Centre – exhibitions/ public programmes	Completed/ on schedule	<p><b>EXHIBITIONS</b></p> <p>Gab Titui presented exhibitions throughout the year, including the cultural maintenance exhibition, <i>Butal Inu Ngapa Buy</i>; and hosted touring and featured exhibitions such as <i>Oceans of Plastic</i>, curated by Our Lady of the Sacred Heart School, and <i>Meston's 'Wild Australia' Show 1892-1893</i>, curated by the University of Queensland.</p> <p>The national tour of the Gab Titui cultural maintenance exhibition <i>Evolution: Torres Strait Masks</i> was featured at the Museum of Tropical Queensland in Townsville and the Melbourne Museum during the year. The exhibition will continue its tour, visiting several galleries and museums in Western Australia, during 2019-2020.</p> <p>The graphic panel display of this cultural maintenance exhibition toured through international embassies, featuring in Vietnam and Ukraine.</p> <p>Gab Titui commenced works on a new cultural maintenance exhibition on the traditional bamboo furniture of the Mer Island community. This project is being delivered in partnership with the Cairns Art Gallery and the National Gallery of Victoria, with the exhibition of the furniture collection scheduled to be launched in July 2019 at the Cairns Art Gallery.</p> <p><b>PUBLIC PROGRAMMES</b></p> <p>Gab Titui public programmes delivered a wide range of cultural and art initiatives – such as traditional weaving, jewellery making and lino printing – throughout the year, primarily facilitated by local Indigenous artists and cultural practitioners. Traditional weaving and beading workshops were implemented in monthly community programmes.</p> <p>Public programmes based at Gab Titui attract high levels of interest and participation from members of the local community and visitors of all ages, and targeted group programmes are offered to school-aged and elderly people. The programme initiatives reflect the diverse culture and art of Torres Strait communities and the activities contribute to exhibitions featured at Gab Titui and themes relevant to regional, national and international Indigenous commemorative occasions.</p> <p>A highlight of the public programmes was the Zenadth Kes Weaving Workshop hosted in September 2018, coinciding with the Winds of Zenadth Cultural Festival. This workshop presented skills development and knowledge sharing from 10 traditional and contemporary weavers from the Torres Strait, Cairns and Yarrabah.</p>
The Torres Strait language strategy	Completed/ on schedule	<p>Throughout 2018-2019, the TSRA, in partnership with stakeholders, delivered initiatives in the <i>Torres Strait Traditional Languages Plan 2016-2019</i> and the Torres Strait Languages Charter, including the establishment of the Torres Strait Traditional Languages Centre on Thursday Island.</p> <p>The Torres Strait Traditional Language Advisory Committee, established in 2016-2017 to guide the implementation of the plan, engaged in a number of activities in communities and at state and national forums, including the Queensland Aboriginal and Torres Strait Islander Languages Forum in Cairns, guaranteeing the region's inclusion in national and international agendas on language and cultural maintenance.</p> <p>The TSRA also represented the Torres Strait and Australia at Session 18 of the United Nations Permanent Forum on Indigenous Issues, held in New York, United States, with a theme of 'Traditional Knowledge: Generation, Transmission and Protection'.</p>
Music strategy – Music and Dance Audit	Behind schedule less than three months	<p>The TSRA's Music and Dance Audit engaged with Torres Strait communities to record and preserve traditional music, dance and cultural knowledge, and to compile recordings into CD and DVD packages.</p> <p>In 2018-2019, the TSRA and project partners produced a CD/DVD compilation for the Kubin community, with a launch planned for late 2019.</p>

### **Case Study: Maintaining and Preserving Torres Strait Traditional Languages**

The TSRA has significantly contributed towards the maintenance and preservation of the critically endangered Torres Strait traditional languages of Meriam Mir and Kala Lagaw Ya.

A regional strategy was developed through community-driven consultations and languages symposia in 2015 and 2017, to ensure a sustainable future for the traditional languages.

The *Torres Strait Traditional Languages Plan 2016-2019* and the Torres Strait Languages Charter were launched in 2017, and have enabled stakeholder and community commitment to preserving and promoting the traditional languages through initiatives in communities and outside the region.

In 2018, the region achieved a milestone in establishing and launching its first Torres Strait Traditional Languages Centre, based and facilitated at Tagai State College Secondary Campus on Thursday Island. The centre was officially blessed and opened in September 2018 as an inclusion in the week-long Winds of Zenadth Cultural Festival.

The regional language centre will facilitate the implementation of essential language maintenance programmes and services, including standardising orthography, consolidating and complementing current initiatives and resources, and working with communities to encourage practising speakers and writers of traditional languages.



A LARGE GROUP OF COMMUNITY MEMBERS ATTENDING THE OPENING OF THE FIRST TORRES STRAIT TRADITIONAL LANGUAGES CENTRE

IN 2018, THE REGION ACHIEVED A MILESTONE IN ESTABLISHING AND LAUNCHING ITS FIRST TORRES STRAIT TRADITIONAL LANGUAGES CENTRE.

## Native Title

### Regional Goal

Protect, maintain and progress Native Title rights and recognition over the region's land and sea country.

### Outcomes

- Changes to Native Title and Fisheries legislation which recognise the commercial rights as part of the Native Title rights of Traditional Owners under the Torres Strait Sea Claim Part A determination.
- Successfully negotiated Future Acts and ILUAs.
- Native Title claims are successfully determined.
- PBCs understand and meet their responsibilities under the *Native Title Act 1993* (Cth).

### Projects and Initiatives

- Progress and successfully negotiate ILUAs.
- Progress and successfully negotiate Native Title claims.
- Perform the functions of an NTRB under the Native Title Act.
- Develop proposals regarding legislation that impacts on Native Title.
- Build the capacity of Registered Native Title Bodies Corporate.

### Expenditure

TABLE 2-19: NATIVE TITLE PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
5,283	5,501	-218

## Performance

ACTIVITY	FLAG	STATUS
Native Title compensation	Completed/ on schedule	In 2018-2019, 16 ILUAs were successfully registered with the National Native Title Tribunal. The value of compensation for the agreements is approximately \$1.803 million.  Since 2005, 78 ILUAs have been registered. The value of compensation is approximately \$5.684 million.
Land Holding Act (Katter Leases)	Completed/ on schedule	A total of 354 Katter lease applications have been received from the region since the introduction of the <i>Aborigines and Torres Strait Islanders (Land Holding) Act 1985</i> (Qld): 107 perpetual leases were granted, 131 entitlements were recognised and 116 applications were found to be invalid. The entitlements are located in the communities of Badu (8); Boigu (48); Mabuyag (15); Masig (13); Saibai (13); St Pauls (11); Ugar (6); and Warraber (17).
Major Infrastructure ILUA	Completed/ on schedule	Three major infrastructure ILUAs were executed this year, at Ugar Island, Dauan Island and Poruma Island.
Management of Future Acts and ILUAs	Completed/ on schedule	The Native Title Office received 343 Future Acts notices in 2018-2019. Responses have been provided to 331 of those notices.
Native Title claim Sea Claim Part B (QUD6040/2001)	Completed/ on schedule	The Native Title Representative Body has been assisting and facilitating the representation of the applicant and Indigenous respondents to this claim.  A successful Claims Group meeting was conducted in December 2018 to appoint a new applicant to the claim and to reduce the area of the claim. The new applicant is meeting with the applicants of the overlapping claims area to achieve a consent determination.
Native Title Conference	Completed/ on schedule	The Native Title Conference 2019, facilitated by the National Native Title Council, was held in Melbourne on 3-4 June 2019. Twelve PBCs from the Torres Strait region participated in the event. The TSRA was represented by the Member for Badu, Mr Horace Baira, assisted by two legal officers.
NTRB legal services	Completed/ on schedule	The Native Title Office provides a wide range of legal assistance to the PBCs and Traditional Owners in the region upon request. Table 2-20 provides statistical information on the level of engagement in 2018-2019.
PBC support and capacity building	Completed/ on schedule	The Native Title Office provides support to 21 PBCs in the region to ensure that they maintain legislative compliance and can effectively engage with the Traditional Owners in their communities.  The TSRA has MOUs in place with two high-performing PBCs, agreeing to a range of fee-for-service activities that the PBCs will perform on behalf of the TSRA. Fee-for-service payments by the TSRA offset the PBCs' operating costs. These PBCs do not receive grant funding.

## Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Number of reported non-compliance matters involving PBCs	Completed/ on schedule	There are no reported non-compliance matters for the region.
Number of DOGITs transferred to PBCs with appropriate support mechanisms	Not yet started	There were no Deed of Grant in Trust transfers in 2018-2019. This activity is initiated by local government with the TSRA providing support to the PBCs as required.

TABLE 2-20: NATIVE TITLE OFFICE PERFORMANCE STATISTICS, 2018-2019

FACILITATION AND ASSISTANCE	NUMBER
<b>1. THE CLAIMS EXPERIENCE</b>	
<b><i>Claimant applications</i></b>	
Active claims represented at 30 June 2018	2
Plus claims filed by Native Title Representative Body	0
Less claims determined	0
Less claims dismissed	0
Less claims withdrawn	0
Plus claims briefed to external counsel	3
(+ or -) Other disposition	0
Active claims represented at 30 June 2019	5
Number of active claims registered by National Native Title Tribunal	0
Claims in development	1
<b><i>Non-claimant applications</i></b>	0
Compensation claims	0
<b>2. THE AGREEMENTS EXPERIENCE</b>	
Future Acts notices received	343
Responses to Future Acts notices	331
Agreements concluded	0
Agreements in development	0
Indigenous Land Use Agreements concluded and registered	16
Indigenous Land Use Agreements in development	20
<b><i>Complaints and disputes</i></b>	
Complaints	
Received	0
Resolved	0
Pending	0
Disputes relating to Native Title applications	1
Disputes relating to ILUAs, rights of access and other matters	5
<b><i>Requests for review of decisions not to assist</i></b>	
Requests received	1
Reviews completed	1
<b><i>Requests for review of decisions to assist</i></b>	
Requests received	15
Requests approved	15

## Case Study: Supporting Registered Native Title Bodies Corporate

The TSRA Native Title Office has been appointed as the NTRB for the Torres Strait region until 30 June 2021. In addition to its statutory functions under the *Native Title Act 1993* (Cth), the NTRB provides several levels of capacity-building support to the 21 RNTBCs in the region.

The NTRB provides direct funding through its capacity-building grants programme as well as payments for services which are performed for the TSRA by several of the higher functioning RNTBCs. This investment in the growth of RNTBCs is enabling the development of governance processes and fostering self-determination for Traditional Owners who hold Native Title rights in the Torres Strait.

The NTRB also provides more direct, in-community, support to RNTBC directors and Traditional Owners. The maintenance of RNTBC rule books is one example of this support.

RNTBCs have an obligation to manage Native Title rights and interests for the common law holders of those rights and interests. The RNTBC rule books require consistent and clear dispute resolution clauses to assist RNTBCs to meet this obligation. The rules are a pivotal tool which directors rely upon to support Traditional Owners to navigate their rights and interests.

Almost all of the region's RNTBCs are managing intramural disputes in their communities. In many cases the existing dispute resolution clauses are outdated and are not assisting RNTBCs to progress their disputes.

To address this problem, a review of RNTBC rule books was completed in 2018. The TSRA initiated this project and worked closely with the Office of the Registrar of Indigenous Corporations (ORIC) to conduct workshops with RNTBC directors and Traditional Owners in communities to identify shortfalls with the dispute resolution processes.

The review has resulted in the rewriting of many dispute resolution clauses to reflect the different processes of decision-making under the traditional laws and customs of the common law holders, while still satisfying the requirements of Native Title legislation.

The review process requires community members working with RNTBC directors under the guidance of the NTRB to find a process which not only achieves cultural and legislative compliance but also reflects the collective views of Native Title holders in each community.

The maintenance of rule books is an important responsibility for RNTBCs and the NTRB has a key role to play in it. While the updating of 21 rule books required extensive consultation and has been a lengthy process, the first tranche of amended dispute resolution clauses is expected to be registered with ORIC by the end of 2019.

WHILE THE UPDATING OF 21 RULE BOOKS REQUIRED EXTENSIVE CONSULTATION AND HAS BEEN A LENGTHY PROCESS, THE FIRST TRANCHE OF AMENDED DISPUTE RESOLUTION CLAUSES IS EXPECTED TO BE REGISTERED WITH ORIC BY THE END OF 2019.

## Environmental Management

### Regional Goal

Our natural and cultural environment is an asset that is protected, preserved and enjoyed through sustainable management.

### Programme Outcomes

- Strengthened sustainable use, protection and management of natural and cultural resources.
- Improved community adaptation to climate change impacts, including sea level rise.
- Increased uptake of renewable energy for Torres Strait.
- Support community sustainable horticulture.

### Projects and Initiatives

Land:

- Biodiversity planning and management
- Invasive species
- Sustainable horticulture
- Environmental education.

Sea:

- Turtle and dugong planning and management
- Marine biodiversity
- Water quality
- State of the environment report card.

People:

- Ranger project
- Indigenous Protected Areas project
- Traditional ecological knowledge project
- Traditional Owner engagement.
- Compliance project.

Coasts and climate:

- Climate change adaptation and resilience
- Renewable energy.

### Expenditure

TABLE 2-21: ENVIRONMENTAL MANAGEMENT PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
5,546	5,105	441

TABLE 2-22: ENVIRONMENTAL MANAGEMENT PROGRAMME EXTERNAL FUNDING EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
12,772	11,999	773

## Performance

ACTIVITY	FLAG	STATUS
Invasive species management	Completed/ on schedule	<p>The TSRA coordinated the implementation of the <i>Torres Strait Regional Biosecurity Plan 2018-2023</i>.</p> <p>In 2017-2018, Queensland Government funding was secured for a four-year project to manage the impacts of feral animals on key islands across the region through a partnership approach with local government.</p> <p>Projects underway are:</p> <ul style="list-style-type: none"> <li>• pig eradication on Gebar Island</li> <li>• horse and pig management on Moa Island</li> <li>• cane toad eradication on Thursday Island and threat mitigation to the outer islands</li> <li>• invasive fish and deer management on Boigu and Saibai islands</li> <li>• black rat eradication in Warul Kawa Indigenous Protected Area (IPA).</li> </ul> <p>Major weed management programmes are underway to control leucaena, lantana and rubber bush on several islands, including Moa, Boigu, Saibai, Mer, Erub, Warraber and Dauan, in partnership with the TSC and the Torres Strait Ranger Project.</p>
Sustainable horticulture project	Completed/ on schedule	<p>The Environmental Management Programme works closely with the TSRA's Healthy Communities and Safe Communities programmes to support communities with horticulture activities in the region.</p> <p>A regional Sustainable Horticulture Facilitator is employed to coordinate project activities. This includes the facilitation of workshops in 15 outer island and three inner island communities to provide practical and technical demonstrations on food gardening. This has assisted greatly in the re-establishment of family garden plots, backyard gardens and school gardens and the development and maintenance of plant nurseries.</p> <p>The Sustainable Horticulture Facilitator provides regular information in the <i>Torres News</i>, and supports the Thursday Island Garden Fair with a stall.</p>
Ranger project	Completed/ on schedule	<p>TSRA rangers and their facilities on the ground provide consistent and valued services to communities, working closely with Traditional Owner RNTBCs and key stakeholders across 14 communities on 13 islands. Almost all environmental programme delivery is underpinned by rangers who are well integrated in the island social fabric and play a positive role in facilitating other services for community benefit.</p> <p>In 2018-2019, The Torres Strait Ranger Project expanded to recruit an additional seven rangers, including five female rangers. This brings the Torres Strait Ranger Project to 60 staff, a 20 per cent increase from the total of 50 ranger staff in the 2017-2018 reporting period.</p> <p>Torres Strait rangers continue to successfully deliver actions from their respective Working on Country Ranger Plans. Across the region, the ranger team has piloted an approach to update the plan for Masigalgal land and sea country to reflect Masig Traditional Owners' aspirations, incorporating traditional knowledge to guide the implementation stage.</p> <p>A highlight of the ranger project for 2018-2019 was the Ranger Gathering held in February 2019. The Ranger Gathering is an annual event that all Torres Strait rangers attend for a week of training, project planning and networking. The ranger project hosted the inaugural Ranger Partnerships Day during the Ranger Gathering, with the aim of engaging with 13 project partners from all levels of government, Native Title bodies and the research community.</p>
Environmental education project	Completed/ on schedule	<p>The Environmental Management Programme supports the employment of an Environmental Education Coordinator to lead and coordinate the development and delivery of environmental education programmes within the 16 Tagai State College campuses across the Torres Strait.</p> <p>A school camp base has been established at Bamaga to support traditional knowledge transfer through teaching arts, crafts, cooking, dancing and hunting. Each school has received assistance and equipment to update and maintain school gardens through the TSRA's Sustainable Horticulture Project.</p> <p>Three field trips have been successfully undertaken, involving Tagai State College students and rangers, providing applied environmental knowledge to students on Boigu, Saibai and Thursday islands.</p>



ACTIVITY	FLAG	STATUS
Dugong and turtle management	Completed/ on schedule	<p>Consultations on community-driven management plans for dugongs and turtles were conducted for 12 islands. These aimed to build capacity for traditional ways of governance through cultural protocols and management arrangements for traditional hunting.</p> <p>The plans integrate traditional ecological knowledge with contemporary science-based approaches to support the sustainable management of dugongs and turtles across the region. Each plan has a clearly designed process of reporting suspected breaches of lore and law. Iama and Mer islands are priorities for the next financial year, while ongoing cultural consultation continues.</p> <p>A management plan and permitting system for the Kaiwalagal region were developed by Kaurareg Traditional Owners with support from the TSRA through community cultural consultant Gabriel Bani. Kaurareg Traditional Owners are now working towards endorsing the plan and determining how it can be implemented.</p> <p>The TSRA Environmental Management Sea Team continued to lead annual turtle nesting and hatchling monitoring, which included</p> <ul style="list-style-type: none"> <li>• nesting monitoring and tagging at Warul Kawa, in partnership with IPA applicants (relevant RNTBCs)</li> <li>• nesting and hatchling monitoring surveys at Aukane Islet and Maizab Kaur</li> <li>• continuous turtle monitoring at Murray Island and Dauar Island.</li> </ul> <p>Three members of the Sea Team and a TSRA ranger from Boigu Island attended the 4th Australian Marine Turtle Symposium held in Bundaberg in September 2018. During the symposium, a regional planning workshop focused on the Great Barrier Reef turtle recovery plans and Torres Strait management plans was organised for December 2018.</p> <p>The workshop was held at James Cook University, Townsville. The TSRA's Sea Team Manager helped to lead the discussion to develop recovery plans across the Great Barrier Reef and Torres Strait. This resulted in stronger partnerships and monitoring priorities across organisations and researchers with interests in the stocks of green, hawksbill and flatback turtles across the Torres Strait. A plan to integrate Torres Strait marine turtle projects into broader national and international monitoring and management frameworks was also explored.</p> <p>In addition, in partnership with the Centre for Tropical Water and Aquatic Ecosystem Research (TropWATER) at James Cook University, seagrass monitoring occurred at Dungeness Reef and Masig, Naghir, and Mabuyag islands, with results continuing to note the health of habitat across the Torres Strait region.</p>
Biodiversity planning and management	Completed/ on schedule	<p>Baseline biodiversity surveys have been carried out on 13 inhabited islands and more than 20 uninhabited islands.</p> <p>The Environmental Management Land Team undertook a biodiversity survey on Dauan Island, resulting in nine new species records for the island and far greater understanding of the island's plant and animal life. The field survey involved Traditional Owners, TSRA rangers and supervisors, My Pathway members, and terrestrial fauna and flora specialists.</p> <p>The sharing of traditional ecological knowledge (TEK) by a senior Traditional Owner and rangers was a great asset to the survey and underscores the importance and value that traditional knowledge has in undertaking biocultural surveys and environmental monitoring. The project also supported a review of threatened flora and fauna species for the region and a methodology review for monitoring <i>Pisonia</i> forests on coral cay islands.</p> <p>Revegetation projects have commenced on the central islands, with planning, planting and erosion mitigation underway.</p>

ACTIVITY	FLAG	STATUS
Marine ecosystem monitoring	Completed/ on schedule	<p>Rangers have been trained in seagrass monitoring techniques and are actively carrying out intertidal monitoring in seven communities.</p> <p>Coral surveys and assessments of the extent of coral bleaching were undertaken in 2018-2019. The TSRA continued to support rangers to conduct biannual surveys of coral reefs.</p> <p>Remote weather and marine monitoring stations at three locations across the region continued to be maintained and collect weather and marine data. Research has been conducted to investigate the impacts of Fly River pollution on marine water quality in the Torres Strait.</p>
Indigenous Protected Areas project	Behind schedule less than three months	<p>The three Torres Strait IPAs were managed collaboratively with Traditional Owners and rangers throughout the year, to deliver management actions both strategically and on the ground. Management actions within Torres Strait IPAs included school student visits to Pulu, a vessel survey with Traditional Owners at Ugul Malu Kawal, and community workshops to develop a plant and animal book for Warraberalgal and Porumalgal.</p> <p>The IPA team worked with Traditional Owners from Warraber and Poruma to finalise and launch the updated management plan for the Warraberalgal and Porumalgal IPA. The new plan was launched in October 2018 and includes up-to-date Traditional Owner aspirations for management of the IPA and the inclusion of the islands of Utu and Yarpar within the IPA.</p> <p>The IPA team has also been consulting with Goemulgal Traditional Owners to expand the Pulu IPA and update its plan of management.</p>
Traditional ecological knowledge project	Completed/ on schedule	<p>The TEK project supports participating Torres Strait communities to utilise a computer database for the collection, protection and controlled sharing of traditional knowledge relevant to each community while ensuring adherence to their individually defined cultural protocols.</p> <p>During 2018-2019, the TSRA supported five communities to develop educational resources that share publicly available traditional knowledge while promoting the revitalisation of Torres Strait languages.</p> <p>These educational resources include seasonal calendars and booklets which feature the work of local artists and tell the stories of how Torres Strait Islanders have survived and thrived off the land since time immemorial. The TEK project team worked with Traditional Owners from Mer, Erub, Warraber, Poruma and Saibai communities to progress and finalise seasonal calendar posters and plant and animal booklets.</p> <p>The Masigalgal Seasonal Calendar launch in October 2018 gathered wide acclaim from the whole Torres Strait community, and the accompanying Masigalgal Seasonal Calendar Booklet has recently been printed and will be launched in the second half of 2019.</p> <p>Consultation about the TEK system occurred with Traditional Owners and other community members at lama Island, resulting in a request to adopt the system from the lama community. In total, 12 of 14 Torres Strait communities are utilising the TEK system. TEK training has occurred in four communities.</p>
Future funding and investment prospectus	Completed/ on schedule	<p>The <i>Land and Sea Management Strategy for Torres Strait 2016-2036</i> was launched in August 2016. The strategy is the guiding framework for environmental management in the region, through a collaborative approach involving Traditional Owners, all levels of government and other partners.</p> <p>An investment prospectus has been developed to support the TSRA's efforts to secure ongoing funding, and to guide and inform future management, monitoring and evaluation of the region's key values.</p>

ACTIVITY	FLAG	STATUS
Compliance	Completed/ on schedule	<p>As a component of the national <i>Capacity Building for Indigenous Rangers Strategy</i>, the TSRA has established a specialist unit in the TSRA to support compliance management responsibilities in the Torres Strait. The unit assists individuals and entities undertaking activities in the region to do so in compliance with relevant legislation, policy, agreements (including culturally-based permissions), the Torres Strait Treaty and license conditions.</p> <p>Rangers are central to this effort, and undertake nationally recognised compliance training and conduct multi-agency patrols to protect and preserve the Torres Strait region.</p>
Climate change adaptation and resilience	Completed/ on schedule	<p>Actions identified in the <i>Torres Strait Regional Adaptation and Resilience Plan 2016-2021</i> continue to be implemented. The Queensland Government has established an interdepartmental subcommittee to progress actions identified for the state.</p> <p>Community resilience workshops took place with the Masig and Mer communities, and a full sustainability audit is being conducted for Masig as part of Queensland Government's Decarbonisation of Great Barrier Reef Islands initiative.</p> <p>A Torres Strait Climate Change and Health – First Pass Risk Assessment report was completed.</p> <p>A regional waste management workshop was held and a process is underway to develop a regional waste management strategy.</p> <p>The impact of climate change on Torres Strait fisheries is being assessed through work by the TSRA, the Australian Fisheries Management Authority and CSIRO. Improved drone technology has been secured to accurately map changes in key coastal sites.</p> <p>A Torres Strait emergency information dashboard was developed to improve community access to key information. Digital noticeboards are being installed across the region in partnership with Community Enterprise Queensland and local stores.</p> <p>Seven Torres Strait Islander representatives were sponsored by the TSRA and took part in a Climate Reality Project leadership training event in Brisbane in June 2019.</p> <p>An additional weather station was installed at Badu.</p>

### Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Number of actions in the climate change strategy and associated action plans implemented	Completed/ on schedule	Draft local adaptation and resilience plans have been developed for the 15 outer island communities.
Number of inhabited islands with active food-producing community gardens in place	Completed/ on schedule	Three community gardens have been revitalised and are now recognised as celebration (event-based) gardens. The Horn Island garden has been totally revitalised and expanded, the St Paul's community garden has benefited from a new fence constructed to protect it from horse damage, and the Warraber community garden has received assistance for a hydroponic vegetable-growing project. Discussions on revitalising the Hammond Island community garden are underway.

## Case Study: Providing Opportunities for Collaboration and Skills Development Through Ranger Projects

TSRA rangers have been coordinating and delivering large cluster-based projects across the region to tackle key issues of concern to Torres Strait communities.

These projects provide rangers with the opportunity to tackle larger problems on land and sea country, and to collaborate with a range of stakeholders. They also enable ranger supervisors to develop their project management skills in the areas of planning, financial management, scheduling and implementation.

### Naghir Weed Removal

Rangers from Moa, Badu and Mabuyag islands collaborated with Tagai State College students and Traditional Owners to remove large infestations of invasive weeds from Naghir Island in the near-western cluster. Over a six-day period, through consultation with Traditional Owners, the group removed two large stands (0.3 hectares) of leucaena and agave plants from designated areas on the island and removed over 72 garbage bags of marine debris from the beachfront.



RANGERS REMOVING LEUCAENA AT NAGHIR ISLAND  
(PHOTO: CHRIS LA ROSA)

THESE PROJECTS ENABLE RANGER SUPERVISORS TO DEVELOP THEIR PROJECT MANAGEMENT SKILLS IN THE AREAS OF PLANNING, FINANCIAL MANAGEMENT, SCHEDULING AND IMPLEMENTATION.

### Central Cluster Weed Removal

Over the course of three weeks, the rangers from lama, Warraber and Poruma islands, along with TSIRC workers and My Pathway participants, completed a week-long weed eradication project on each island. Environmental weeds targeted included pigeon bundleflower, true indigo, snake weed, mission grass, painted spurge and leucaena.

Numerous hectares of weeds across the three islands were removed and controlled through follow-up treatments. A total of 83 bags of rubbish were collected from community areas and beaches and disposed of at the local tips.

Each successful week concluded with a BBQ to thank participants who had volunteered their time to help out in the weed eradication project and community clean-up.



RANGERS WORKING ON THE WEED ERADICATION PROJECT  
AT PORUMA

NUMEROUS HECTARES OF WEEDS ACROSS IAMA, WARRABER AND PORUMA ISLANDS WERE REMOVED AND CONTROLLED THROUGH FOLLOW-UP TREATMENTS. A TOTAL OF 83 BAGS OF RUBBISH WERE COLLECTED FROM COMMUNITY AREAS AND BEACHES AND DISPOSED OF AT THE LOCAL TIPS.

### Kemus Restoration

Rangers completed a collaborative effort to restore the Coming of the Light monument at Kemus, Erub Island, in time for the annual Coming of the Light celebration on 1 July.

The redevelopment of the weathered monument was a collaborative effort between TSRA rangers from the eastern cluster (Mer, Masig and Erub islands), My Pathway, Strait Support, the TSIRC, the Erubam Le RNTBC and the community of Erub.

The 150th anniversary of the Coming of the Light to Erub will occur in July 2021. The Erub community is delighted to have this iconic monument restored in time for the anniversary celebrations.



RANGERS AND WORKERS FROM MY PATHWAY AND STRAIT SUPPORT PREPARING THE COMING OF THE LIGHT MONUMENT SITE FOR CONCRETING

## Governance and Leadership

### Regional Goal

Effective and transparent self-government, with strong leadership.

### Programme Outcomes

- Implementation of the National Indigenous Reform Agreement service delivery principles.
- Appropriate Torres Strait Islander and Aboriginal participation in decision-making.
- Improved communication, cultural competence and service delivery within a community development framework across governments.
- Strong Torres Strait Islander and Aboriginal organisational leadership and governance.

### Projects and Initiatives

- Governance capacity building.
- Leadership capacity building.
- Integrated Service Delivery coordination.
- Community engagement.
- Women's leadership programme.
- Youth leadership programme.
- Tertiary education assistance.
- Support for regional broadcasting.

### Expenditure

TABLE 2-23: GOVERNANCE AND LEADERSHIP PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,902	4,953	-51

## Performance

ACTIVITY	FLAG	STATUS
Community consultation and engagement	Behind schedule less than three months	During 2018-2019, community engagement visits were undertaken at St Pauls and Kubin by the Chairperson, the acting Chief Executive Officer and programme managers.
Integrated Service Delivery community booklets	Behind schedule more than three months	All community Integrated Service Delivery booklets will be refreshed following community visits during 2019-2020. An interagency forum scheduled for September 2019 will provide a revised framework for the community booklets.
Media and communications support	Completed/ on schedule	This is a contracted activity delivered through Zakazukha Marketing Communications. In 2018-2019: <ul style="list-style-type: none"> <li>• 115 media releases were published</li> <li>• 137 Facebook postings were produced</li> <li>• 16 radio interviews were undertaken.</li> </ul>
Internal and external audit support	Completed/ on schedule	The external and internal audit programmes were completed. Reports tracking the status of audit recommendations were provided at four Audit Committee meetings.
Assistance with Tertiary Education Scheme	Completed/ on schedule	Twelve tertiary study scholarships were supported in 2018-2019 for Torres Strait island residents undertaking bachelor's degrees at a mainland campus.
Chief Executive Officer, Board and Chairperson support	Completed/ on schedule	Four Executive Committee meetings, four Audit Committee meetings and eight Board meetings were conducted in 2018-2019. The Governance and Leadership Programme provides executive support for the office of the TSRA Chairperson and the Chief Executive Officer. Over 150 separate items were completed in relation to ministerial briefings, ad hoc meeting briefs, correspondence and talking points during the year.
Board, internal and external committee secretariat support	Completed/ on schedule	In addition to providing secretariat services to the TSRA Board, the Governance and Leadership Programme is responsible for providing secretariat support to the: <ul style="list-style-type: none"> <li>• Executive Committee</li> <li>• Audit Committee</li> <li>• Programme Steering Committee</li> <li>• Regional Governance Committee</li> <li>• TSRA representation in the PZJA</li> <li>• TSRA representation at Torres Strait Treaty meetings</li> <li>• TSRA representation at the United Nations Permanent Forum on Indigenous Issues.</li> </ul>
Board Strategic Workshop	Completed/ on schedule	All Board members attended the TSRA's Board Strategic Policy Workshop in May 2019 to discuss the TSRA's financial, strategic planning and risk framework.
Indigenous leadership	Completed/ on schedule	During 2018-2019, the TSRA supported one participant in the Australian Rural Leadership Program and one participant in the Training Rural Australians in Leadership programme.
Support to regional broadcasting	Completed/ on schedule	The Torres Strait Islander Media Association met its targets for broadcasting hours and local content during 2018-2019.

ACTIVITY	FLAG	STATUS
Women's leadership and youth leadership	Completed/ on schedule	Eight participants (five female and three male) were supported in the Torres Strait Young Leaders Program and eight women were supported to undertake the Torres Strait Women's Leadership Program.
Common Funding Round	Completed/ on schedule	The Governance and Leadership Programme has the lead responsibility for the Common Funding Round of TSRA grants. The programme is also responsible for managing the Smarty Grants software platform and maintaining and updating: <ul style="list-style-type: none"> <li>the TSRA Grant Procedures Manual</li> <li>reporting templates and standard funding agreement templates</li> <li>application forms and funding guidelines.</li> </ul>
Agency plans and reporting	Completed/ on schedule	The Governance and Leadership Programme ensured that the TSRA effectively met its planning and reporting obligations in 2018-2019. This included delivering the: <ul style="list-style-type: none"> <li>Annual Report</li> <li>Quarterly Report to the Minister for Indigenous Australians</li> <li>Torres Strait Development Plan</li> <li>Corporate Plan</li> <li>ad hoc reports to the Australian Parliament as a body of the Prime Minister and Cabinet portfolio.</li> </ul>

### Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Achieve a minimum of 20 per cent increase in access to services over the life of the <i>Torres Strait Development Plan 2014-2018</i> measured from the 2012 baseline regional plan community booklets	Completed/ on schedule	The <i>Torres Strait and Northern Peninsula Area Regional Plan 2009-2029</i> identified 1,608 service gaps. <sup>1</sup> In 2012-2013, 372 (23 per cent) had been fully addressed. This increased to 773 (48 per cent) in 2013-2014 and 1,034 (64 per cent) in 2014-2015. In 2015-2016, new issues were identified from the refresh of 13 community booklets. The issues that have been fully addressed remain at 1,034 (64 per cent).
Increase in Torres Strait Islander and Aboriginal women with the capacity to participate in leadership roles in the region measured from the 2012 baseline	Completed/ on schedule	The Torres Strait Women's Leadership Program is delivered in partnership with the Australian Rural Leadership Foundation. The 2012 baseline was six participants. Since then, the TSRA has supported: <ul style="list-style-type: none"> <li>2013-2014 – four participants</li> <li>2014-2015 – four participants</li> <li>2015-2016 – seven participants</li> <li>2016-2017 – 10 participants</li> <li>2017-2018 – 10 participants</li> <li>2018-2019 – eight participants.</li> </ul>



INDICATOR	FLAG	STATUS
Increase in Torres Strait Islander and Aboriginal youth (18-25) with the capacity to participate in leadership development activities measured from the 2012 baseline	Completed/ on schedule	<p>Training Rural Australians in Leadership and the Torres Strait Young Leaders Program are delivered in partnership with the Australian Rural Leadership Foundation.</p> <p>The TSRA has supported the following Training Rural Australians in Leadership participants:</p> <ul style="list-style-type: none"> <li>• 2013-2014 – two males and one female</li> <li>• 2014-2015 – three males and four females</li> <li>• 2015-2016 – one male</li> <li>• 2016-2017 – two males and one female</li> <li>• 2017-2018 – one male</li> <li>• 2018-2019 – one male and four females.</li> </ul> <p>The TSRA has supported the following Torres Strait Young Leaders Program participants:</p> <ul style="list-style-type: none"> <li>• 2013-2014 – one male and three females</li> <li>• 2014-2015 – one male and three females</li> <li>• 2015-2016 – two males and four females</li> <li>• 2016-2017 – three males and three females</li> <li>• 2017-2018 – two males and five females</li> <li>• 2018-2019 – three males and five females.</li> </ul>
<p>1. The service gaps were identified in 2009-2010 as part of the <i>Torres Strait and Northern Peninsula Area Regional Plan 2009-2029</i> development process. Community consultations conducted in 2014-2015 identified that some community booklets contained duplicate entries of gaps in services. Five duplications were removed, reducing the baseline from 1,613 to 1,608.</p>		

## Case Study: Facilitating the Board Strategic Policy Workshop

At its meeting on 15 March 2019, the TSRA Board identified a need to better understand the current TSRA policy framework, strategic priority areas and areas for improvement within the TSRA, and agreed that a strategic policy workshop should be held as a priority.

With the 25th anniversary of the TSRA approaching, it was an opportune time for the Board and administration to take stock of the TSRA's achievements, evaluate their working relationships and cement the strategic vision of the TSRA for the future.

The TSRA engaged Tagai Management Consultants to facilitate a three-day workshop in May 2018. The workshop was attended by all Board members and the acting Chief Executive Officer.

The facilitator, Murray Sailor, lead the Board through a journey from the TSRA's beginnings, exploring the ability for the agency to overcome challenges, identify opportunities and successfully deliver on major infrastructure projects in the region to better the lives of Torres Strait Islander and Aboriginal people.

THE TSRA ADMINISTRATION WILL IMPLEMENT A NUMBER OF MEASURES TO ENCOURAGE GREATER ORGANISATIONAL EFFICIENCIES, SUCH AS BETTER CROSS-PROGRAMME APPROACHES TO THE DELIVERY OF PROJECTS.

There were numerous constructive discussions, which resulted in key outcomes being developed and prioritised under immediate, short-term, medium-term and long-term goals. Short-term goals have been bundled into a suite of works that can be progressed in 2019-2020.

The TSRA administration will implement a number of measures to encourage greater organisational efficiencies, such as better cross-programme approaches to the delivery of projects.

The strategic policy workshop was an opportunity for robust discussion about how the Board and administrators can improve efficiencies and effectively achieve the TSRA's vision of 'empowering our people, in our decision, in our culture, for our future'.



BOARD MEMBERS WORKING TOGETHER AT THE STRATEGIC POLICY WORKSHOP

## Healthy Communities

### Regional Goal

To enhance both healthy communities and our living environment and achieve the provision of adequate, appropriate and affordable housing.

### Programme Outcomes

- Secure whole-of-government investment for infrastructure to support healthy homes and healthy living environments.
- Policies support community managed delivery of primary and public health care services and are based on regional needs and priorities.
- Improved access to affordable fresh and healthy foods.
- More active and healthy communities.
- Affordable home ownership available across the region.

### Projects and Initiatives

- Support community market garden and horticulture initiatives (in conjunction with the Environmental Management Programme).
- Engage with food suppliers and retailers to increase supply and variety of healthy food options.
- Support health education initiatives, including physical education, nutrition, obesity, diabetes, motivation and substance abuse programmes.
- Fund sport and recreation activities and minor infrastructure.
- Contribute funding and provide policy advice for the delivery of essential services and infrastructure to support healthy living environments.

### Expenditure

TABLE 2-24: HEALTHY COMMUNITIES PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
2,563	2,275	288

## Performance

ACTIVITY	FLAG	STATUS
Seawalls	Completed/ on schedule	<p>The joint Australian Government and Queensland Government initiative to increase coastal protection in low-lying Torres Strait communities continued throughout the financial year.</p> <p>The defects liability period for the seawalls on Saibai and Boigu islands was completed in November 2018.</p> <p>In 2018-2019, the Queensland Government formalised \$20 million of funding for Stage 2 of the Torres Strait Seawalls Programme. The MOU between the TSRA and the Queensland Government was finalised and the funding will be provided to the Major Infrastructure and Other Projects Trust. Stage 2 will be rolled out as a joint initiative between the TSRA and the Queensland Government.</p>
Major infrastructure projects	Completed/ on schedule	<p>The TSRA continued to roll out the Major Infrastructure Programme Stage 6 (MIP 6), a \$30 million jointly funded Australian Government and Queensland Government programme.</p> <p>During 2018-2019, several MIP 6 projects were completed and construction started on the majority of the other projects. The full MIP 6 programme is on schedule for completion in 2019-2020.</p>
Regional water operations and support	Completed/ on schedule	<p>The TSRA supported the TSIRC to complete the Sustainable Water and Wastewater Management Project, which will support best practice water management for the region.</p>
Major Infrastructure and Other Projects Trust	Completed/ on schedule	<p>The TSRA continued to work with the TSIRC to identify infrastructure and non-infrastructure solutions to allow for all-tide safe access to the Ugar community. During 2018-2019, a geotechnical assessment was completed as part of the environmental assessment. The Ugar Island fuel bowser upgrade was completed and the flight subsidy was operational.</p> <p>The TSRA funded a range of minor infrastructure projects. To date, the three regional councils (TSC, TSIRC and NPARC) have been allocated funding for 27 projects. Projects completed in 2018-2019 included the construction of public toilets and upgrading of water mains.</p>
Healthy fresh food and horticulture	Completed/ on schedule	<p>The Healthy Communities Programme provided grant funding to community organisations to support market garden activities.</p> <p>The Environmental Management Programme's Mekem Garden Sustainable Horticulture Project delivered food garden initiatives and workshops. Eight communities – Boigu, Poruma, Badu, Dauan, Warraber, Mer, Ima and Prince of Wales – have been involved in the development of community and backyard garden projects which promote the growing of fresh foods in Torres Strait communities.</p> <p>The Healthy Communities Programme complemented those activities with visits to run grant information sessions for the community.</p>
Sport and recreation activities (grant funding)	Completed/ on schedule	<p>The TSYRSA continued to administer sports subsidy funding on behalf of the TSRA throughout the Torres Strait and Northern Peninsula Area region.</p> <p>The association provided 76 sport and recreation grants to encourage participation in a range of sporting and recreational activities, including sporting events at state and national levels, as well as funding for five major local sporting carnival events.</p>
Waste and landfill projects	Completed/ on schedule	<p>The Healthy Communities Programme continued to work with key stakeholders in local and state government and Australian Government agencies to find solutions to address waste management issues in the region.</p> <p>The Queensland Government has funded the TSC and TSIRC to progress a solid waste clean-up. The TSRA funded the NPARC to conduct a feasibility study of the Bamaga refuse facility being used as a regional facility.</p>

ACTIVITY	FLAG	STATUS
Horn Island affordable housing project	Behind schedule	With financial assistance from the TSRA, the TSC has progressed subdivision design and planning for the layout of the lots. This project will provide additional options for affordable home ownership in the region.
Health promotion and community education projects	Completed/ on schedule	<p>The TSRA provides operational funding to the TSYRSA. The association provided support to sporting events in the region and worked closely with event organisers and stakeholders, such as Queensland Health, to deliver health and nutrition education initiatives.</p> <p>The TSRA also influences policy for health programmes across all tiers of government, through participation in the:</p> <ul style="list-style-type: none"> <li>• Torres Strait Cross Border Health Issues Committee</li> <li>• National Health Leadership Forum</li> <li>• Department of Health: Implementation Plan Advisory Group</li> <li>• Longitudinal Study of Indigenous Children Steering Committee</li> <li>• James Cook University Torres Strait Island Health Sciences Consultative Committee</li> <li>• National Health and Medical Research Council consultations</li> <li>• Queensland Aboriginal and Torres Strait Islander Health Partnership meetings.</li> </ul>

### Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Increased access to fresh and affordable foods in Torres Strait communities	Not yet started	<p>The Environmental Management Programme's Mekem Garden Sustainable Horticulture Project delivers food garden initiatives and workshops in Torres Strait communities. The aim of the project is to link traditional gardening practice with contemporary gardening. The project will include support for families undertaking ventures into market garden practice, so that the whole community can enjoy their produce.</p> <p>The Healthy Communities Programme complements the project by providing grant education sessions in conjunction with the Mekem Garden workshops conducted by the Sustainable Horticulture Facilitator, to encourage communities to access TSRA grant funding opportunities for gardening and horticulture activities.</p>
Increase in participation in structured sport, recreation and healthy lifestyle activities	Completed/ on schedule	Five major local sporting events were supported and 76 grants for sporting and recreational activities were approved. A total of 2,533 participants were supported in 2018-2019.
Increase in serviced land and infrastructure to support housing for Torres Strait Islander and Aboriginal people	Behind schedule	The TSRA continues to support the TSC to deliver a subdivision on Horn Island. The TSRA has contributed funding to establish the subdivision. Issues with Native Title previously delayed this project; however, the TSC has now secured the land. Construction is set to commence on the subdivision in 2019-2020.

## Case Study: Improving Solid Waste Disposal in the Northern Peninsula Area

To improve solid waste disposal in the Northern Peninsula Area, the TSRA's Major Infrastructure Programme Stage 6 (MIP 6) has funded the construction of a new landfill site in Injinoo and upgrades to the existing landfill site in Umagico.

MIP 6 is a jointly funded initiative of the Australian Government and the Queensland Government. The TSRA administers MIP 6 on their behalf, via a highly successful governance framework supported by independent financial and engineering expertise.

The Major Infrastructure Programme is a long-running programme that is seeking to sustain the critical infrastructure benefits it has delivered for the health and wellbeing of the Indigenous people of the Torres Strait and Northern Peninsula Area.

### Challenge

MIP 6 identified the need to improve solid waste disposal in the Northern Peninsula Area. This need created a MIP 6 project endorsed by the NPARC, which is a key partner in delivering the infrastructure and project outcomes.

### Solution

The NPARC New Refuse Facility Project involves the construction of a new landfill refuse facility and the establishment of transfer stations at the existing landfill site in Umagico. The project also involves a staged closure of the existing landfill and development of a site-based management plan for Umagico.

A new landfill facility is being constructed at a site approximately six kilometres from the community of Injinoo, off Ferry Road.

**PROJECT COMPLETION WILL RESULT IN AN OVERALL IMPROVEMENT TO THE HEALTH AND WELLBEING OF THE COMMUNITIES, WHILE THE ENHANCED WASTE DISPOSAL SERVICES WILL ALSO BENEFIT ENVIRONMENTAL MANAGEMENT PLANS FOR THE REGION.**



WORK BEGINNING ON THE NEW REFUSE SITE AT INJINOO

### Proposed Benefits

The project is expected to deliver:

- improved health outcomes for the communities of the Northern Peninsula Area
- new infrastructure and improved waste disposal services
- increased Indigenous employment, skills and training.

### Results

The construction contract for the project has been awarded to NPA Earthmoving Yusia Pty Ltd, a local Indigenous owned and operated company. Under the terms of the contract, NPA Earthmoving Yusia Pty Ltd will support up to 35 local Indigenous staff and offer ongoing internal training programmes during the project.

The NPARC New Refuse Facility Project has attracted positive feedback from Northern Peninsula Area communities, especially on the engagement of a local contractor. Project completion will result in an overall improvement to the health and wellbeing of the communities, while the enhanced waste disposal services will also benefit environmental management plans for the region.

## Safe Communities

### Regional Goal

Safe, healthy, respectful and progressive communities, based on Ailan Kastom and Aboriginal traditions, and strong families and safe and healthy communities that are guided by cultural and traditional lore.

### Programme Outcomes

- Effective community and social service support.
- Families and individuals are safe in home and community.
- Public areas are safe and accessible for community members.
- Communities have access to appropriate transport infrastructure.

### Projects and Initiatives

- Support Torres Strait Islander and Aboriginal women, men and children through social development and support programmes; and child and family safety programmes.
- Support safe and accessible community infrastructure; land and sea communication systems; and community capacity building.
- Participate in interagency and Integrated Service Delivery meetings and forums to discuss issues of community and domestic safety and to contribute to shaping planning and service delivery in the region.

### Expenditure

TABLE 2-25: SAFE COMMUNITIES PROGRAMME EXPENDITURE, 2018-2019

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
2,559	3,254	-695

## Performance

ACTIVITY	FLAG	STATUS
School attendance and learning initiatives (grants)	Completed/ on schedule	<p>The TSRA provides funding support for projects that improve the delivery of social services in the Torres Strait and Northern Peninsula Area.</p> <p>A previously funded initiative, the Strait Start project, continued to be delivered by the Torres Strait Islanders Regional Education Council to improve access to early education support services in the Torres Strait communities. This project has been delivered in partnership with Yumi Education Inc. and the Montessori Australia Foundation.</p>
Community safety partnerships	Completed/ on schedule	<p>The TSRA has a range of key partnerships related to community safety, with relevant local, state and Australian Government agencies. The TSRA is a member of the Torres Strait Child and Family Committee, the Local Level Alliance and the Torres Strait Maritime Safety Programme.</p>
Community safety projects (grants)	Completed/ on schedule	<p>The TSRA provided two grants through its Common Funding Round to support two domestic and family violence projects. The projects will bring together key stakeholders to share skills, knowledge and ideas on how to combat this issue and promote awareness in communities.</p>
Law enforcement partnerships	Completed/ on schedule	<p>The TSRA provides funding support for the delivery of legal services for residents in the region. The service is provided by the Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd.</p> <p>In 2018-2019, 584 cases relating to duty lawyer, criminal, family and civil casework were supported, and 3,184 cases were supported for advice and minor assistance. The Community Legal Education Officer role continues to assist clients to understand the legal process.</p>
Transport Infrastructure Development Scheme	Completed/ on schedule	<p>The TSRA continued to work with the Queensland Government Department of Transport and Main Roads through an MOU to deliver the Transport Infrastructure Development Scheme.</p> <p>In 2018-2019, through the scheme, the TSRA contributed funding to the TSIRC for works associated with the Hammond Island wharf upgrade. The project was completed in late 2018.</p>
Social services delivered by non-government organisations – Port Kennedy Association and Mura Kosker Sorority	Completed/ on schedule	<p>Core operational and service support funding was provided to the Mura Kosker Sorority and the Port Kennedy Association to continue to deliver important community social support services.</p> <p>With this support, the organisations deliver programmes such as child and family support services, after-school and holiday care programmes, and domestic and family violence counselling. Both organisations act as auspicing bodies for individuals and unincorporated bodies that apply for community grants.</p> <p>The Port Kennedy Association currently employs 26 Indigenous staff and the Mura Kosker Sorority currently employs 11 Indigenous staff, in roles including administrators, counsellors, outreach workers and programme coordinators and managers. The Mura Kosker Sorority's funding also helps to support wellbeing officers on the outer islands.</p>
Coordination of infrastructure planning	Completed/ on schedule	<p>The TSRA works in partnership with key Australian Government and Queensland Government agencies to secure and maintain funding relationships that contribute to key regional infrastructure projects for the region.</p> <p>The TSRA works closely with the three local government councils and the Queensland Department of Local Government, Racing and Multicultural Affairs to coordinate and deliver jointly funded projects in the region.</p> <p>In 2018-2019, the TSRA continued to support the Community Minor Infrastructure Fund. The fourth round of the fund provided joint funding for four projects that improved community safety.</p> <p>The TSRA is also a member of two local council technical working groups which facilitate information sharing on regional infrastructure planning and coordination.</p>



ACTIVITY	FLAG	STATUS
Community capacity building (grants)	Completed/ on schedule	Three grants were provided to community organisations and a young women's group to encourage capacity building and to improve the wellbeing of communities.
Social and economic engagement partnerships	Behind schedule less than three months	In 2018-2019, the TSRA worked with key partners to improve social and economic community engagement. The Safe Communities Programme contributed to Integrated Service Delivery forums as well as interagency social service forums.
Social services delivered by non-government organisations (grants)	Completed/ on schedule	The capacity-building implementation project built governance and administrative capacity in the Mura Kosker Sorority and the Port Kennedy Association, which improved the delivery of social support services in the Torres Strait region. The Port Kennedy Association received grant funding to continue its community after-school care programme in 2018-2019.

### Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
All Torres Strait Islander and Aboriginal people employed in the TSRA-supported social services sector in the region have appropriate accreditation	Completed/ on schedule	The TSRA provides the Mura Kosker Sorority and the Port Kennedy Association with an annual operational budget that includes appropriations for training and accreditation.  Indigenous employees of those organisations have appropriate accreditation to effectively perform their duties within the social services sector. These include certificates in aged care and disability services, children's services, community services, accounting, and business administration; the Associate Degree in Indigenous Community Management and Development; and the Diploma in Financial Counselling.
All TSRA-funded service delivery organisations in the region provide quality services and operate in accordance with relevant standards	Completed/ on schedule	Social support services are effectively delivered in the region by the Mura Kosker Sorority and the Port Kennedy Association. The services are operated in accordance with relevant standards under the <i>Associations Incorporation Act 1981</i> (Qld) and within the TSRA funding guidelines.  The Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd delivers legal services in the region in accordance with relevant standards and guidelines under the Indigenous Legal Assistance Programme of the Australian Government Attorney-General's Department.
Reduction in service referrals, response timeframes and waiting lists for social service providers	Completed/ on schedule	The number of service referrals varies depending on clients' individual circumstances. The programmes delivered by the Mura Kosker Sorority and the Port Kennedy Association include child safety services, child and family services, the Disability/Flexi-Respite Programme and the Old People's Action Programme.  All responses to clients and waiting lists are managed in line with the service provisions of those organisations.
Increased participation in TSRA-supported community events by residents and TSRA-funded service organisations	Completed/ on schedule	The number of residents and TSRA-funded organisations participating in various community events continued to grow strongly, increasing from 450 in 2017-2018 to 500 in 2018-2019.  Community events coordinated by the Mura Kosker Sorority and the Port Kennedy Association include events related to International Women's Day, Domestic Violence Prevention Month, White Ribbon Awareness Day, Australia's Biggest Morning Tea, National Aboriginal and Islander Children's Day, and Child Protection Week.

## Case Study: Building Young Women's Skills and Self-confidence

The TSRA's Safe Communities Programme provided grant funding to the Tagai State College Parents and Citizens Association to deliver the Kayin Ipikazil Young Women's Program. The aim of the programme was to encourage and empower female secondary students in building their leadership skills and self-confidence. A total of 40 students from years 7-12 participated in the three phases of the programme.

Phase 1 saw students being mentored by Indigenous women within in the school community to engage young women's interest in the programme and help them to grow their confidence and build relationships with adults. Participants also partnered with the local Kerkar Bau Men's Group to take part in activities during Referendum Day and National Reconciliation Week celebrations.

Phase 2 involved the young women's inclusion in the Torres Strait Women's Forum, where community leaders and role models worked with students to share their experiences and inspirational stories. This engagement directly resulted in many positive changes in students' behaviour, academic performance, self-care and self-respect.

Phase 3 involved students creating a dance production to show their learning and growth. The performance was designed by Torres Strait Islander choreographer Rita Pryce and influenced by the story *Brown Husk Coconut* by Torres Strait author Ella Kris. The students performed at the 30th anniversary celebrations of the Mura Kosker Sorority on Thursday Island.

The students who performed at the Mura Kosker Sorority's celebrations were invited to join a performance with Rita Pryce's Baiwa Dance Company in Cairns, Queensland. This successful young women's dance performance led to their being invited to perform at the 2019 Cairns Indigenous Art Fair and at the International Festival of Blacks in Dance which will be hosted in Philadelphia, United States, in 2020.

Some individual results from the Kayin Ipikazil programme include one of the participants building sufficient self-confidence and leadership skills to become a school captain of the Tagai State College Secondary Campus. Another participant solidified her position in the Secondary Campus Rugby League team and has since participated twice at a regional level.

**ENGAGEMENT WITH THE TORRES STRAIT WOMEN'S FORUM DIRECTLY RESULTED IN MANY POSITIVE CHANGES IN STUDENTS' BEHAVIOUR, ACADEMIC PERFORMANCE, SELF-CARE AND SELF-RESPECT.**



KAYIN IPIKAZIL 2018



TAGAI STATE COLLEGE EXECUTIVE PRINCIPAL JUDITH KETCHELL



A black and white photograph of a rocky coastline. In the foreground, a person wearing a hat and a backpack stands on a rocky shore, looking out at the ocean. The beach is composed of dark, jagged rocks and some driftwood. The ocean is dark and textured with whitecaps. The sky is filled with large, white, fluffy clouds. Several birds are seen in flight against the sky. In the upper right corner, there is a yellow rectangular box containing the text "Section Three" and "Operations" in white, sans-serif font. The text is separated from the rest of the page by two horizontal dotted lines.

# Section Three

## Operations

# Where We Operate

## GEOGRAPHY AND LOGISTICS

The Torres Strait is located in Australia and is part of the north-eastern state, Queensland. The area is approximately 150 kilometres wide at its narrowest point and is situated between the tip of Queensland's Cape York Peninsula and Papua New Guinea. The region consists of over 270 islands and reefs.

The Torres Strait links the Coral Sea in the east to the Arafura Sea in the west. The two main navigation passages are the Prince of Wales Channel, north of Hammond Island, and the Endeavour Strait, between Cape York and Prince of Wales Island.

The Torres Strait islands have a variety of topographies, ecosystems and formations. Several islands closest to the Papua New Guinea coastline are low lying and are regularly inundated by sea water. Many of the western islands are hilly and steep. The central islands are predominantly coral cays and the islands in the east are volcanic.

The TSRA delivers services across the entire Torres Strait region, including 17 inhabited islands and the communities of Bamaga and Seisia in the Northern Peninsula Area of mainland Australia.

FIGURE 3-1: THE TORRES STRAIT



The TSRA relies on air and sea links and limited phone, facsimile and internet communications for the delivery of its services. Most travel within the region is restricted to small watercraft, helicopters and light aircraft. The main gateway to the Torres Strait is Ngurapai Airport, located on Horn Island, a 20-minute ferry ride from Thursday Island where the administrative hubs of the Australian Government, Queensland Government and two local government organisations are located.

The bulk of goods and materials required by the region are shipped by container vessel from Cairns and redistributed by barge from transshipment points on Thursday Island and Horn Island.

## CULTURE

The picturesque Torres Strait region is predominantly inhabited by Torres Strait Islanders and Kaurareg Aboriginal people. The Australian Bureau of Statistics (ABS) reports that as of 30 June 2016 the total population of the region was 9,548, of whom 7,784 were Torres Strait Islander or Aboriginal people.

The Torres Strait's unique Ailan Kastom (island custom) is a central part of life in the region. Ailan Kastom is kept alive through the arts, rituals and performances, and the preservation of languages and traditional knowledge, which are passed from one generation to the next. Cultural values are strongly intertwined with traditional ancestral ties and respect for the waterways, land and sea and the resources that they provide.

## HISTORY

The Torres Strait is named after Spanish explorer Luis Vaez de Torres, who sailed through the area in 1606. Queensland Government administration of the Torres Strait was established on Thursday Island in 1877, following the arrival of missionaries on Cape York Peninsula. Early settlers were involved in pearling, bêche-de-mer collection, and mining.

## NATIVE TITLE

Torres Strait Islander people first achieved recognition of their land rights in 1992 following the High Court's landmark Mabo decision, which granted the Meriam people Native Title rights over Mer Island (Murray Island). It was the first time that Native Title had been recognised under the common law of Australia. It set a precedent for Torres Strait Islander and Aboriginal people throughout Australia to assert their Native Title rights through the *Native Title Act 1993* (Cth).

Native Title has been granted for 13 inhabited islands and most of the uninhabited islands in the Torres Strait region. In addition, the Kaurareg Aboriginal people have achieved recognition of their Native Title rights over seven inner islands: Ngurapai (Horn Island), Muralag (Prince of Wales Island), Zuna (Entrance Island), Yeta (Port Lihou Island), Mipa (Turtle Island), Tarilag (Packer Island) and Damaralag.

In total, 22 Native Title determinations have been made in the Torres Strait. No new determinations were made in 2018-2019. Native Title claims are being pursued over three land claims and two sea claims.

## REGIONAL STATISTICS

The TSRA uses the latest data available from the ABS to benchmark the progress of the TSRA's programmes. The data used in this section was taken from the ABS QuickStats website and was current at 30 June 2019.

The figures are for the Torres Strait and the two communities in the Northern Peninsula Area (Bamaga and Seisia) which are included in the TSRA's area of responsibility.

### Population

Population changes that occurred between the ABS censuses of 2011 and 2016 are shown in tables 3-1 to 3-4.

In 2016, the Torres Strait Islander and Aboriginal population of the Torres Shire Local Government Area represented 68.6 per cent of the total population. For the TSIRC Local Government Area, the Torres Strait Islander and Aboriginal population represented 91.8 per cent of the total population. This shows a slight increase in the proportion of Torres Strait Islander and Aboriginal people in those two areas compared to 2011.

The Torres Strait Islander and Aboriginal population represented 74.4 per cent of the total population in Seisia and 82.4 per cent in Bamaga in 2016.

TABLE 3-1: TOTAL POPULATION OF THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (TOTAL)	
2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
3,256	3,610	4,248	4,514	1,046	1,164	203	260	8,753	9,548

TABLE 3-2: TORRES STRAIT ISLANDER AND ABORIGINAL POPULATION OF THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (TOTAL)	
2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
2,063	2,482	3,856	4,144	845	957	135	201	6,899	7,784

On average, the gender balance changed only slightly between 2011 and 2016, showing a total increase of 1.2 per cent in the proportion of males.

The population age across the region also remained more or less consistent between 2011 and 2016,

except in Seisia, where the statistics show a 19.4 per cent decrease in the average age. The age profile in Seisia is believed to be skewed by the number of non-resident visitors in the community at the time of the 2011 Census.

TABLE 3-3: GENDER BALANCE OF THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

	TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (AVERAGE)	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
Male (%)	49.8	49.5	51.3	50.8	49.4	47.9	49.1	51.1	49.5	50.1
Female (%)	50.2	50.5	48.7	49.2	50.6	52.1	50.9	48.9	50.5	49.9

TABLE 3-4: AVERAGE AGE OF POPULATION OF THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

	TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (AVERAGE)	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	28	28	23	24	23	24	31	25	23	25

## Employment

Table 3-5 shows that people in full-time work made up more than half of those eligible for employment in both 2011 and 2016.

TABLE 3-5: EMPLOYMENT IN THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

EMPLOYMENT TYPE	TORRES STRAIT		BAMAGA		SEISIA		REGION (TOTAL)	
	2011	2016	2011	2016	2011	2016	2011	2016
Full time	1,039	915	277	311	76	65	1,392	1,291
Part time	837	547	84	93	17	12	938	652
Away from work	226	159	14	20	6	3	246	182
Unemployed	173	287	29	42	0	15	202	344
<b>Total labour</b>	<b>2,275</b>	<b>1,908</b>	<b>404</b>	<b>466</b>	<b>99</b>	<b>95</b>	<b>2,778</b>	<b>2,469</b>

Note: The figures for the Torres Strait relate only to Torres Strait Islander and Aboriginal people, while the figures for Bamaga and Seisia include Indigenous and non-Indigenous people.



## Education

The number of Torres Strait residents undertaking some form of education in 2016 was 3,641. The education categories are shown in Table 3-6.

The Tagai State College average school attendance rate in 2016, across years 1 to 12, was 89 per cent. This is slightly below the whole-of-Queensland average attendance rate of 90 per cent.

TABLE 3-6: EDUCATION IN THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016

EDUCATION LEVEL	TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (TOTAL)	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
Pre-school	68	85	91	89	14	25	0	3	173	202
Primary	333	378	780	783	175	198	22	29	1,310	1,388
Secondary	253	318	176	221	89	92	8	20	526	651
Technical or further	43	59	97	72	24	19	3	5	167	155
University	71	74	25	20	10	11	3	4	109	109
Other	11	8	47	17	7	11	0	6	65	42
Not stated	504	594	247	412	54	60	17	28	822	1,094
<b>Total</b>	<b>1,283</b>	<b>1,516</b>	<b>1,463</b>	<b>1,614</b>	<b>373</b>	<b>416</b>	<b>53</b>	<b>95</b>	<b>3,172</b>	<b>3,641</b>

## Income

The 2016 Census data indicates an improvement in the average household incomes of Torres Strait Islander and Aboriginal people. This is reflected in Table 3-7.

The Queensland averages for household weekly income were \$660 in 2011 and \$1,402 in 2016. The Australian averages for the same periods were \$662 and \$1,438.

TABLE 3-7: MEDIAN WEALTH IN THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016 (\$/WEEK)

INCOME TYPE	TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (AVERAGE)	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
Personal	682	740	314	373	577	568	506	592	411	484
Household	1,579	1,837	849	929	1,117	1,402	785	1,261	971	1,357

## Housing Tenure

The 2016 Census reported that there were 2,267 dwellings in the region; the tenure arrangements are shown in Table 3-8.

The figures indicate that the number of houses owned in the region decreased between 2011 and 2016, while

the number of properties being rented increased. Complex land tenure arrangements in the region and a lack of freehold land and long-tenure leasehold land remain challenges to increasing home ownership.

**TABLE 3-8: TENURE OF PRIVATE DWELLINGS IN THE TORRES STRAIT INCLUDING BAMAGA AND SEISIA, 2011 AND 2016**

TENURE TYPE	TORRES SHIRE LOCAL GOVERNMENT AREA		TORRES STRAIT ISLAND REGIONAL COUNCIL LOCAL GOVERNMENT AREA		BAMAGA		SEISIA		REGION (TOTAL)	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
Owned	65	76	49	31	0	3	5	5	119	115
Mortgaged	48	35	0	0	0	0	4	0	52	35
Rented	632	646	856	907	245	273	53	59	1,786	1,885
Other	17	6	9	18	3	0	0	0	29	24
Not stated	53	147	28	33	8	18	0	10	89	208
<b>Total</b>	<b>815</b>	<b>910</b>	<b>942</b>	<b>989</b>	<b>256</b>	<b>294</b>	<b>62</b>	<b>74</b>	<b>2,075</b>	<b>2,267</b>

## Health

A synthesis of data from the ABS Australian Aboriginal and Torres Strait Islander Health Survey 2012-2013 shows:

- Torres Strait Islander and Aboriginal people were more than three times as likely as non-Indigenous people to have diabetes.
- Torres Strait Islander and Aboriginal people were twice as likely as non-Indigenous people to have signs of chronic kidney disease.
- Obesity rates for Torres Strait Islander and Aboriginal females and males were higher than the comparable rates for non-Indigenous people in every age group.
- Torres Strait Islander and Aboriginal people's rates of heart disease were significantly higher than the comparable rates for non-Indigenous people in all age groups from 15 years to 54 years.

The mortality rates for Torres Strait Islander and Aboriginal males in the 35-44 age group were over four times higher than rates for non-Indigenous males. The mortality rates for Torres Strait Islander and Aboriginal females in the 25-29 age group and the 35-39 age group were five times higher than rates for non-Indigenous females.

# How We Operate

## FORMATION

The TSRA was established on 1 July 1994 under the *Aboriginal and Torres Strait Islander Commission Act 1989* (Cth), and is currently enabled by the *Aboriginal and Torres Strait Islander Act 2005* (Cth).

The TSRA is the leading Commonwealth representative body for Torres Strait Islander and Aboriginal people living in the Torres Strait, including two communities (Bamaga and Seisia) in the Northern Peninsula Area.

The TSRA comprises 20 elected representatives (the Board) and Australian Public Service (APS) administrative staff. The elected representatives are Torres Strait Islander and Aboriginal people who live and work in the region. The TSRA Board elects a Chairperson, a Deputy Chairperson and an Alternate Deputy Chairperson. The Chief Executive Officer is responsible for the TSRA's administration and staffing.

Under section 142D of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA is required to formulate and implement a plan to guide the progress of the Torres Strait region. This document, known as the Torres Strait Development Plan, is updated every four years, a period consistent with the term of the TSRA Board.

The TSRA performs separate functions under the *Native Title Act 1993* (Cth) as the NTRB for the Torres Strait region. In the reporting period, the Minister for Indigenous Affairs renewed the TSRA's NTRB status until 30 June 2021.

The TSRA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (Cth), and falls under the legislative requirements of that Act in its use and management of public resources.

## ENABLING LEGISLATION

The TSRA's enabling legislation is the *Aboriginal and Torres Strait Islander Act 2005* (Cth). Part 3A, Division 1, section 142 of the Act states:

- (1) A Torres Strait Regional Authority is established.
- (2) The TSRA:
  - (a) is a body corporate, with perpetual succession; and
  - (b) is to have a common seal; and
  - (c) may acquire, hold and dispose of real and personal property; and
  - (d) may sue and be sued in its corporate name.

## FUNCTIONS

The functions of the TSRA, as outlined in section 142A of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), are:

- (a) to recognise and maintain the special and unique Ailan Kastom of Torres Strait Islanders living in the Torres Strait area;
- (b) to formulate and implement programmes for Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area;
- (c) to monitor the effectiveness of programmes for Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area, including programmes conducted by other bodies;
- (d) to develop policy proposals to meet national, State and regional needs and priorities of Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area;
- (e) to assist, advise and co-operate with Torres Strait Islander and Aboriginal communities, organisations and individuals at national, State, Territory and regional levels;
- (f) to advise the Minister on:
  - (i) matters relating to Torres Strait Islander affairs, and Aboriginal affairs, in the Torres Strait area, including the administration of legislation;

- (ii) the co-ordination of the activities of other Commonwealth bodies that affect Torres Strait Islanders, or Aboriginal persons, living in the Torres Strait area;
- (g) when requested by the Minister, to provide information or advice to the Minister on any matter specified by the Minister;
- (h) to take such reasonable action as it considers necessary to protect Torres Strait Islander and Aboriginal cultural material and information relating to the Torres Strait area if the material or information is considered sacred or otherwise significant by Torres Strait Islanders or Aboriginal persons;
- (i) at the request of, or with the agreement of, the Australian Bureau of Statistics but not otherwise, to collect and publish statistical information relating to Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area;
- (j) such other functions as are conferred on the TSRA by this Act or any other Act;
- (k) such other functions as are expressly conferred on the TSRA by a law of a State or of an internal Territory and in respect of which there is in force written approval by the Minister under section 142B;
- (l) to undertake such research as is necessary to enable the TSRA to perform any of its other functions;
- (m) to do anything else that is incidental or conducive to the performance of any of the preceding functions.

## POWERS

The powers of the TSRA are outlined in section 142C of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), which states:

- (1) The TSRA has power to do all things that are necessary or convenient to be done for or in connection with the performance of its functions.
- (2) The powers of the TSRA include, but are not limited to, the following powers:
  - (a) to accept gifts, grants, bequests and devises made to it;
  - (b) to act as trustee of money and other property vested in it on trust;
  - (c) to negotiate and co-operate with other Commonwealth bodies and with State, Territory and local government bodies;
  - (d) to enter into an agreement for making a grant or loan under section 142GA to the State of Queensland or an authority of that State (including a local government body);
  - (e) to enter into an agreement (other than an agreement referred to in paragraph (d)) with a State or a Territory.
- (3) Despite anything in this Act, any money or other property held by the TSRA on trust must be dealt with in accordance with the powers and duties of the TSRA as trustee.
- (4) The powers of the TSRA may be exercised in or out of Australia.

## RESPONSIBLE MINISTER

During 2018-2019 the TSRA was a corporate Commonwealth entity within the Prime Minister and Cabinet portfolio. From 1 July 2018 to 28 May 2019, the Minister responsible for the TSRA was the Minister for Indigenous Affairs, Senator the Hon. Nigel Scullion. On 29 May 2019, the Hon. Ken Wyatt AM MP was sworn in as the Minister for Indigenous Australians and became the Minister responsible for the TSRA.

### Ministerial Directions

Under section 142E of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the Minister has powers of direction in relation to the TSRA. Section 142E of the Act states:

- (1) The TSRA must perform its functions and exercise its powers in accordance with any general written directions given to it by the Minister.
- (2) The Minister must not give directions about the content of any advice, information or recommendation that may be given by the TSRA to a Minister, Department of State or authority of the Commonwealth.
- (3) The Minister must not give directions about the content of any advice, information or recommendation that may be given by the TSRA to:
  - (a) a Minister of a State or Territory; or
  - (b) a Department of a State or Territory; or

- (c) an authority of a State or Territory; except for the purpose of protecting the confidentiality of information given to the TSRA by the Commonwealth or an authority of the Commonwealth.
- (4) Subject to subsection (5), the Minister must cause a copy of a direction to be laid before each House of the Parliament within 15 sitting days of that House after that direction was given.
- (5) The rule in subsection (4) does not apply if the laying of a copy of a direction before each House of the Parliament would result in the disclosure of a matter in a manner that would be inconsistent with the views or sensitivities of Torres Strait Islanders or Aboriginal persons.

The TSRA did not receive any formal directions from the Minister during the reporting period.

### Statement of Expectations and Statement of Intent

In 2016, the Minister for Indigenous Affairs provided a Statement of Expectations to the TSRA concerning the operation and performance of the TSRA. In response, the TSRA provided a Statement of Intent to the Minister.

### Ministerial Appointments

The Minister for Indigenous Affairs made three Acting TSRA Chief Executive Officer appointments under section 144L(a) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) during 2018-2019.

Ms Mary Bani, Mr Charlie Kaddy and Mr Stan Lui were appointed as the acting Chief Executive Officer of the TSRA for the periods outlined in Table 3-9.

**TABLE 3-9: ACTING CHIEF EXECUTIVE OFFICER APPOINTMENTS, 2018-2019**

APPOINTED	DURATION
Ms Mary Bani	28 January 2019 – 29 March 2019 29 April 2019 – 23 July 2019
Mr Charlie Kaddy	27 Jul 2018 – 27 October 2018 28 October 2018 – 27 January 2019
Mr Stan Lui	1 April 2019 – 26 April 2019

### Briefings and Information

Throughout the reporting period the TSRA provided ministerial minutes and briefings to the responsible Minister, including quarterly reports detailing the TSRA's operations and service delivery.

## GOVERNMENT POLICY FRAMEWORK

Closing the Gap is a commitment by the Australian Government and state and territory governments to improve the lives of Torres Strait Islander and Aboriginal Australians and, in particular, to provide a better future for Torres Strait Islander and Aboriginal children.

A national, integrated Closing the Gap strategy has been agreed by the Council of Australian Governments (COAG), the peak intergovernmental forum in Australia. COAG brings together the Prime Minister, state premiers, territory chief ministers and the President of the Australian Local Government Association.

Closing the Gap is linked to a wider reform of Commonwealth–state financial relations. COAG's national agreements and partnerships, in areas such as education, housing and health, are focused on overcoming Indigenous disadvantage.

The TSRA's programme structure is based on the Building Blocks that COAG has endorsed for Closing the Gap: Early Childhood, Schooling, Health, Economic Participation, Healthy Homes, Safe Communities and Governance and Leadership.

In 2014-2015, the Australian Government introduced the Indigenous Advancement Strategy, with the objective of achieving real results in the key priority areas of getting children to school, getting adults into work, and building safer communities.

The Indigenous Advancement Strategy grouped over 150 Indigenous programmes into five programme streams: Jobs, Land and Economy; Children and Schooling; Safety and Wellbeing; Culture and Capability; and Remote Australia Strategies.

The TSRA has aligned its programme outcomes to the streams of the Indigenous Advancement Strategy while continuing to deliver against the COAG targets:

- to close the life expectancy gap within a generation
- to halve the gap in mortality rates for Indigenous children under five within a decade
- to ensure access to early childhood education for all Indigenous four-year-olds in remote communities within five years
- to halve the gap in reading, writing and numeracy achievements for children within a decade
- to halve the gap for Indigenous students in Year 12 (or equivalent) attainment rates by 2020
- to halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.

## INTEGRATED SERVICE DELIVERY

The six COAG Building Blocks for closing the gap in disadvantage between Indigenous and non-Indigenous Australians underpin the TSRA's Integrated Service Delivery (ISD) project, which aims to coordinate the effective delivery of a range of government services to local communities while ensuring that duplication and service gaps are minimised.

In 2009-2010, the ISD project identified 1,613 gaps in service delivery across 20 communities; this total was revised to 1,608 after community consultations in 2014-2015. Details of the service gaps are contained in a series of ISD community booklets. A booklet for each community can be accessed via the TSRA website ([www.tsra.gov.au](http://www.tsra.gov.au)).

The TSRA will conduct a review of the ISD project in 2019-2020, following on from an interagency regional forum that will be held in September 2019. The focus will be on strengthening the project at the operational level. The TSRA will also continue to lobby relevant Queensland Government and Australian Government ministers to secure commitment for the ISD project.

## INTEGRATED PLANNING FRAMEWORK

The *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029* was developed by the TSRA, TSC, TSIRC and NPARC, in consultation with Torres Strait communities. The Regional Plan captures community challenges, priorities and aspirations. A key element of the Regional Plan is its focus on integrated development planning and ISD.

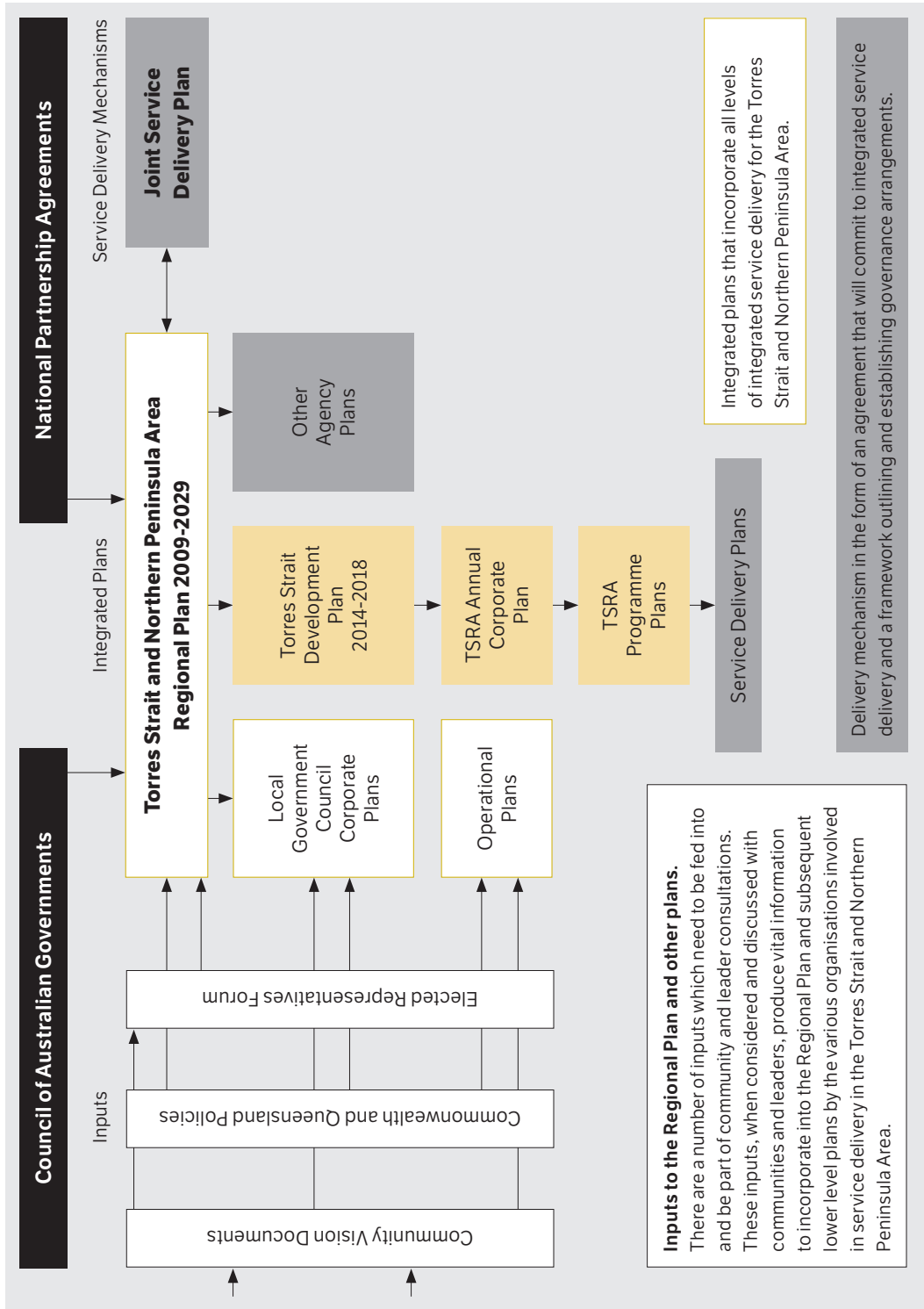
The TSRA's contributions towards the targeted outcomes of the Regional Plan are noted in the Torres Strait Development Plan, which details the TSRA's eight programmes and how they contribute to regional outcomes, the COAG Closing the Gap strategy, the Australian Government's Indigenous Advancement Strategy and the United Nations Articles on the Rights of Indigenous Peoples.

This Annual Report addresses the goals and performance framework set out in the *Torres Strait Development Plan 2014-2018*, the fifth Torres Strait Development Plan since the establishment of the TSRA. The next Torres Strait Development Plan, for 2019-2022, will be published in October 2019.

The *Public Governance, Performance and Accountability Act 2013* (Cth) requires the TSRA to develop a corporate plan each year. The TSRA's Corporate Plan, which sets out its programme activities and performance measures for the financial year, flows directly from the Regional Plan and the Torres Strait Development Plan, as shown in Figure 3-2.

The Regional Plan, Torres Strait Development Plan and Corporate Plan can be accessed via the TSRA website ([www.tsra.gov.au](http://www.tsra.gov.au)).

FIGURE 3-2: TORRES STRAIT REGIONAL AUTHORITY INTEGRATED PLANNING FRAMEWORK







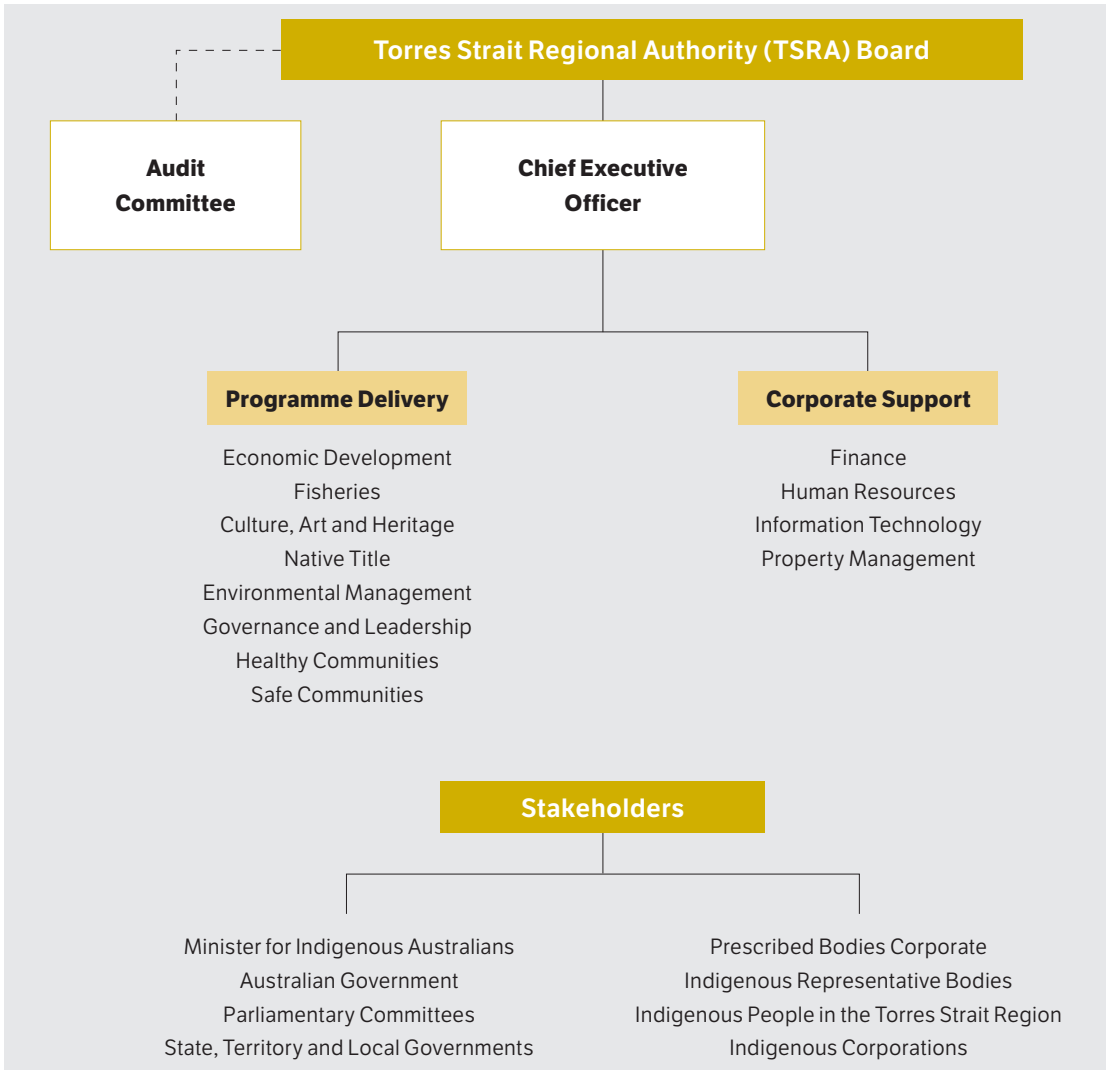


# Section Four

## Corporate Governance and Accountability

# Governance Structure

FIGURE 4-1: TORRES STRAIT REGIONAL AUTHORITY GOVERNANCE STRUCTURE



# Governance Framework

The TSRA's governance framework provides a system of direction and controls, enabling regional outcomes to be achieved through organisational goals and objectives. The framework allows risks and issues to be escalated to the appropriate level.

The resolution of risks and issues occurs through formal project management structures, programme structures, the TSRA Programme Steering Committee, the TSRA Audit Committee and the TSRA Board.

## TSRA BOARD

The TSRA Board is an elected representative body which participates in scheduled quarterly meetings and issue-specific out-of-session meetings.

The primary functions of the Board are to:

- set out the TSRA's vision for the Torres Strait
- oversee the TSRA's strategic objectives and direction
- approve programme mandates
- review the TSRA's performance, objectives and outcomes
- manage strategic risk and regional stakeholder relations.

The Chairperson and Executive Committee members are elected by the Board members at the first Board meeting following the TSRA elections. The Executive Committee members are the Deputy Chairperson, the Alternate Deputy Chairperson and the portfolio members who represent each programme.

The Chairperson is a full-time Principal Executive Officer, while other Board members are part-time officials who are remunerated in accordance with determinations of the Remuneration Tribunal.

All TSRA Board members are officials under the *Public Governance, Performance and Accountability Act 2013* (Cth) and are classified as non-executive directors. The Board is the accountable authority for the TSRA.

## 2016-2020 Appointments

The TSRA Board consists of 20 members elected under Division 5 of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The 20 members represent the communities of Badu, Bamaga, Boigu, Dauan, Erub, Hammond, Iama, Kubin, Mabuyag, Masig, Mer, Ngurapai and Muralag, Port Kennedy, Poruma, Seisia, Saibai, St Pauls, TRAWQ (Tamwoy, Rose Hill, Aplin, Waiben and Quarantine), Ugar and Warraber.

Current Board members were elected in July 2016 and will serve on the Board until the next TSRA elections are held in 2020. Elections for Board office holders were held at the first meeting of the new Board, in September 2016.

## Resignations within the Reporting Period

In May 2019, the Member for Ugar, Deputy Chairperson and Portfolio Member for Fisheries, Mr Jerry D Stephen Jr, resigned from the Board.

In June 2019, the Member for Boigu, Alternate Deputy Chairperson and Portfolio Member for Native Title, Mr Eric Peter, resigned.

As per section 143R of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the Chairperson wrote to the Minister for Indigenous Australians requesting that the Minister exercise his authority to declare casual vacancies for the wards of Ugar and Boigu to enable the TSRA to engage the Australian Electoral Commission to fill vacancies in line with the Torres Strait Regional Authority Election Rules 2017 (Cth) and the Torres Strait Regional Authority (Election of Officeholders) Regulations 2019 (Cth).

## Profiles of TSRA Board Members in 2018-2019

### MR NAPAU PEDRO STEPHEN AM

CHAIRPERSON  
MEMBER FOR PORT KENNEDY  
PORTFOLIO MEMBER FOR GOVERNANCE  
AND LEADERSHIP  
REGIONAL GOVERNANCE COMMITTEE MEMBER



Mr Stephen has over 30 years of extensive executive leadership and management experience with Australian Government and state and local government agencies and community organisations. He is a former Mayor of the TSC, and served the community for 20 years in that role.

Mr Stephen is a member of Community Enterprise Queensland (formerly known as the Islanders Board of Industry and Service) and the Port Kennedy Association.

The keys issues of concern for Mr Stephen are housing, unemployment, health, domestic violence, and substance abuse. He aims to address these through programmes which improve health care practices and the wellbeing of families and support ways for families to access affordable housing. He will advocate for increasing the wealth of our region through developing local industries and jobs, and for supporting community organisations with service delivery.

During his term, Mr Stephen would like to provide strong leadership that promotes honesty, loyalty and outstanding customer service. He would like to establish a single regional governance authority in the Torres Strait and Northern Peninsula Area, to provide effective and efficient governance with a model of hope and security in line with social and economic independence for people living in the Torres Strait.

### MR JERRY D STEPHEN JR

DEPUTY CHAIRPERSON  
MEMBER FOR UGAR  
PORTFOLIO MEMBER FOR FISHERIES



Mr Stephen, an Ugaram Le from Ugar (Stephen Island), was born and educated on Waiben (Thursday Island). He identifies as both Aboriginal and Torres Strait Islander, as his grandfather was traditionally adopted to the Wuthathi Tribe.

Mr Stephen is a qualified skipper and fisherman and has over 25 years of experience working in the private and public sectors. His work has included the delivery of Australian Government programmes throughout the Torres Strait.

Mr Stephen is passionate about the many issues affecting the people of the Torres Strait. Those issues include 100 per cent ownership of all fisheries; the delivery of affordable home ownership; climate change; health and wellbeing; Native Title rights and recognition; economic development and employment; better management of culture and arts; appropriate government structures; and the deterioration of public infrastructure.

### MR ERIC PETER

ALTERNATE DEPUTY CHAIRPERSON  
MEMBER FOR BOIGU  
PORTFOLIO MEMBER FOR NATIVE TITLE



Mr Peter is the Deputy Chairperson of Mura Boigulgaw Aiy Kuyk Corporation and a member of Malu Ki'ai (Torres Strait Islanders) Corporation.

Mr Peter holds an Associate Degree in Business and Finance and a Certificate IV in Quarantine and Export Inspection. He has completed APS leadership programmes and worked in the APS for more than 21 years.

Mr Peter's key concern is the need to improve economic growth in fishing and other industries in the Torres Strait region, in order to create opportunities for people at the grassroots level to improve their lifestyles. He believes that economic growth is important for our families in the region.

Mr Peter aims to improve economic development in the Torres Strait region and progress Native Title matters with the government, for our people.

### MR HORACE BAIRA

MEMBER FOR BADU  
AUDIT COMMITTEE MEMBER



Mr Baira is a member of the Torres and Cape Hospital and Health Service Board, and a former Councillor for Badu Island on the TSIRC.

Mr Baira has experience in environmental health; community management; rural and remote operations; and small business management. His key issues of concern are the effectiveness of ISD between stakeholders in the Torres Strait region and the allocation of resources towards community and economic development.

Mr Baira would like to provide direction towards the future planning of regional governance and community development that will support a safe and healthy region and a strong economy while conserving Ailan Kastom and our natural environment.

### MRS PATRICIA YUSIA

MEMBER FOR BAMAGA  
PORTFOLIO MEMBER FOR HEALTHY COMMUNITIES



Mrs Yusia has over 20 years of experience as a director of non-government organisations and 25 years of experience in the health sector.

She currently serves as a director of local community organisations, including the Bamagau Kazil Torres Strait Islanders Corporation, Apunipima Cape Yorke Health Council and Northern Peninsula Area Family and Community Family Services. She is also a member of the Mura Badulgal (Torres Strait Islanders) Corporation Board.

Mrs Yusia holds a Diploma in Governance, a Diploma in Primary Health Care, a Degree in Health Science and a Graduate Diploma in Health Promotion.

Mrs Yusia aims to improve Indigenous leadership, health partnerships, and social and cultural determinants which affect the Torres Strait lifestyle. She will lobby for more funding for organisations which empower community groups to be sustainable, believing it is important to encourage communities to work together for a brighter, healthy future for their children and future generations.

### MR JOEL GAIDAN

MEMBER FOR DAUAN



Mr Gaidan is a former Councillor for Dauan on the TSIRC and was employed by the council as an environmental health worker. He also worked for the Department of Immigration in a police liaison role on Dauan Island. He is in the process of completing a Diploma of Environmental Health.

Mr Gaidan's key areas of concern for his community include addressing the shortage of housing and improving infrastructure. This includes upgrading and maintaining the water supply and rubbish dump, sealing roads, and addressing the mobile telephone blackspot on Dauan.

Mr Gaidan's main priorities for his time on the Board are obtaining helicopter subsidies and a community hall for the community of Dauan.

## MR JIMMY GELA

### MEMBER FOR ERUB



Mr Gela is Chairperson of Erubam Le Traditional Land and Sea Owners (Torres Strait Islanders) Corporation RNTBC, Deputy Chair of Malu Lamar (Torres Strait Islanders) Corporation RNTBC, and a director of Torres Strait Islander Media Association and Ged Erub Trading Homeland

Enterprise (Torres Strait Islanders) Corporation. He is a member of the Erub Fisheries Management Association and a former Councillor for Erub on the TSIRC.

Mr Gela is interested in maintaining cultural and traditional knowledge and practices for the benefit of future generations. Training and upskilling locals to obtain qualifications, particularly in trades, business management and administration, is also a focus.

He is concerned about criminal activity in the Torres Strait, particularly on outer-island communities. He would like to see Queensland Police Service officers have an ongoing presence in communities, through a one-year to two-year term of residency within communities and a rotation of officers at the completion of each term.

## MR SERIAKO DORANTE

### MEMBER FOR HAMMOND



Mr Dorante has previously served as Deputy Chairperson of the Hammond Island Council. He holds a Certificate IV in Frontline Management and a Certificate IV in Local Government Administration.

Mr Dorante's key issues of concern are Native Title, housing, employment, health and wellbeing. He believes that the promotion of the TSRA must happen in all our communities, to encourage communities to support their elected members so that regional issues can be addressed properly through better consultation processes involving all relevant stakeholders and government bodies.

Mr Dorante will advocate to improve the lifestyles and wellbeing of Aboriginal and Torres Strait Islander people living in the region.

## MR GETANO LUI JR AM

### MEMBER FOR IAMA REGIONAL GOVERNANCE COMMITTEE CHAIR



Mr Lui is Councillor for Iama on the TSIRC. He was previously a Councillor and Chairperson of the Iama Community Council, Chairperson of the Island Coordinating Council and Chairman of the Islanders Board of Industry and Service. Mr Lui was the TSRA Board's first Chairperson.

Mr Lui was made a Member of the Order of Australia in 1994. He is a commissioner for declarations and a justice of the peace (magistrates court).

Mr Lui was involved in the ratification of the Torres Strait Treaty between Australia and Papua New Guinea. He is currently Co-chairperson of the Traditional Inhabitants Meeting at the Australia–Papua New Guinea bilateral meetings.

Mr Lui is concerned about the socioeconomic and cultural wellbeing of his people. Advocating for regional governance with the aim of regional autonomy that will grant full self-determination to the people of Zenadth Kes is a priority for him.

## MR DAVID BOSUN

### MEMBER FOR KUBIN



Mr Bosun is Councillor for Kubin Community on the TSIRC. He is also a director of Ngalmun Lagau Minaral Arts Torres Strait Islander Corporation.

Mr Bosun holds an Associate Diploma in Journalism and Communication, a Certificate IV in Visual Arts and a Certificate IV in Business Management. He would like to see vast improvements made in the Torres Strait region's economy through sustainable tourism ventures and the promotion of arts and culture.

Mr Bosun emphasises a grassroots approach to training, employment and economic development that enables communities to become empowered, self-sufficient and independent.

### MR CYGNET REPU

MEMBER FOR MABUYAG  
PORTFOLIO MEMBER FOR CULTURE, ART AND HERITAGE



Mr Repu is Chairperson of the Goemulgaw Kod, a local cultural organisation on Mabuyag. He is also Chairperson of the Torres Strait Traditional Language Advisory Committee. He is an experienced culturalist who has presented overseas and is passionate about acquiring other skills.

Mr Repu has received various awards during his 20-year service with Biosecurity Australia and will draw on that experience during his term. His key issues of concern for the Torres Strait are housing, children's welfare, cultural hunger, community unity, travel and transport.

Mr Repu believes that our region is different, and through his portfolio will connect the Torres Strait's parent brand while respecting local cultural practices. Employee engagement, productivity, leadership and employer branding in the region must acknowledge that each location is unique.

He will engage the support of the community, believing that what is best for the Torres Strait should be identified by its people, and that minimising the effects of cultural challenges depends on identifying their impacts and gaining skills to effectively overcome them.

### MS HILDA MOSBY

MEMBER FOR MASIG  
PORTFOLIO MEMBER FOR ENVIRONMENTAL MANAGEMENT  
AUDIT COMMITTEE MEMBER



Ms Mosby has more than 20 years of experience in the APS and was employed as Senior Housing Officer for the TSIRC.

Community involvement has been a paramount focus for Ms Mosby, who is an active member on committees dealing with education, health, justice, fisheries and Native Title in her community of Masig.

Of key concern to Ms Mosby is the impact of coastal erosion on low-lying Torres Strait communities, including her own community. She will advocate for an integrated approach to address coastal erosion issues by the relevant Australian Government and Queensland Government agencies.

Ms Mosby is passionate about the preservation of Torres Strait culture through language, music and art. She will continue to advocate for the best outcomes for the cultural wellbeing of Torres Strait Islander and Aboriginal people in the region.

### MR AVEN S NOAH

MEMBER FOR MER



Mr Noah believes that traditional land and sea rights are paramount to controlling resources which will form the foundation of the region's economic independence.

Mr Noah is passionate about greater autonomy for the Torres Strait, supporting and contributing to the region's goal of achieving 'home rule' and establishing 'Ailanesia'.

He is a member of the Round Table on Aboriginal and Torres Strait Islander Statistics; the Centre of Excellence for Aboriginal and Torres Strait Islander Statistics, ABS; and the Aboriginal and Torres Strait Islander Advisory Group, Ipsos Aboriginal and Torres Strait Islander Research Unit.

Mr Noah has extensive experience in media and communications and is keen to see the development of their use, including the uptake of new technologies, across the region.

Mr Noah manages Native Title at Mer Gedkem Le (Torres Strait Islanders) Corporation and is also a member of the Indigenous Reference Group of the National Museum of Australia.

### MR YEN LOBAN

MEMBER FOR NGURAPAI AND MURALAG  
AUDIT COMMITTEE MEMBER



Mr Loban is Deputy Mayor of Torres Shire Council.

Mr Loban's primary concerns are the lack of basic service infrastructure on Muralag, and the low level of support provided to the ongoing development of Ngurapai and the outer islands.

Mr Loban will work to ensure that the communities of Ngurapai and Muralag are healthy and safe. He would like to see these communities receive the same services as other communities across the Torres Strait. He hopes to influence TSRA programmes to focus on equity in the provision of services that benefit all communities in the region.

He would also like to see an improvement in access to health services and education.

### MR FRANK FAUID

MEMBER FOR PORUMA



Mr Fauid is the Central Islands Representative on the Torres Strait Islander Media Association Board and a member of Porumalgal (Torres Strait Islanders) Corporation.

Mr Fauid is currently employed by the Australian Border Force on

Poruma. Mr Fauid is a pastor of the Australian Christian Churches (Assemblies of God). He has a Certificate III in Micro Business Operations.

Mr Fauid's key concern is the issue of coastal erosion affecting Poruma and other low-lying communities. His other concerns are the lack of jobs in the communities; the condition of some of the infrastructure in his community, particularly the basketball court; and the need to improve the health and wellbeing of Torres Strait Islander and Aboriginal people living in the region.

Mr Fauid will work with the relevant government ministers and stakeholders to address these issues to get the best outcomes for his community and the wider region.

### MS CHELSEA ANIBA

MEMBER FOR SAIBAI  
PORTFOLIO MEMBER FOR SAFE COMMUNITIES



Ms Aniba has qualifications in radio broadcasting, business administration, social housing, Indigenous justice studies and governance.

She has eight years of experience in radio broadcasting and is a member of the Torres

Strait Islander Media Association Committee of Management. She is also a director of the Saibai Community Development Corporation and works closely with non-government organisations in tackling domestic violence, juvenile justice and mental health issues in communities.

Ms Aniba's two primary concerns are coastal erosion and rising sea levels; and the insufficient supply of social housing. She advocates for the construction of seawalls for affected Torres Strait communities and the rollout of the National Partnership Agreement on Remote Indigenous Housing.

Ms Aniba is also concerned about creating employment and economic development opportunities for local families in small businesses; helping to keep, restore and revitalise culture; and strengthening RNTBCs to enable them to progress Native Title issues.



**MR JOSEPH ELU AO**

MEMBER FOR SEISIA  
PORTFOLIO MEMBER FOR ECONOMIC DEVELOPMENT



Mr Elu is Councillor for Seisia on the NPARC, and has 21 years experience as Chairman of the Seisia Island Council. He is Chairperson of Seisia Enterprises Pty Ltd and Seisia Community Torres Strait Islander Corporation.

Mr Elu is Deputy Chairperson of the Indigenous Land Corporation Board. He was Chairperson of Indigenous Business Australia (formerly known as the Aboriginal and Torres Strait Islander Commercial Development Corporation) for 12 years.

Mr Elu was awarded the Centenary Medal in 2001. In 2008, he was made an Officer of the Order of Australia and awarded the NAIDOC Lifetime Achievement Award.

Mr Elu is an influential leader in Torres Strait Islander and Aboriginal affairs and Indigenous economic development. He has assisted Indigenous people throughout Australia to develop sustainable economic enterprises.

**MR JOHN PAIWAN**

MEMBER FOR ST PAULS  
AUDIT COMMITTEE MEMBER



Mr Paiwan has 11 years of experience in local government as an employee of the TSIRC.

Mr Paiwan's key concerns are upgrading infrastructure in communities, especially water services; increasing support for the delivery of affordable home ownership for local people in the region; increasing support for the training and employment of local people; and supporting small business and economic development in the region.

He aims to achieve his goals by working in partnership with the TSIRC and other stakeholders, service providers and local organisations in the region to address and support community concerns.

**MR JOHN ABEDNEGO**

MEMBER FOR TRAWQ  
REGIONAL GOVERNANCE COMMITTEE MEMBER



Mr Abednego is a Councillor on the TSC, a member of the Parents and Citizens Association of the Tagai State College Secondary Campus, and President of the TRAWQ Indigenous Corporation. He also plays a role in the Anglican Church.

Mr Abednego has a Diploma of Counselling and 25 years of experience in community, organisation and board development; policies and procedures; and government systems. During his career he has been involved in mediation and counselling, court referrals, and social justice interagency networking.

Mr Abednego's key concerns are lack of funding, inappropriate policies, and the fact that traditional culture and the mainstream are not equal partners. To address those concerns he aims to seek outside funding, have dedicated positions for cultural people, and ensure that cultural people are involved in developing culturally appropriate policies with meaningful outcomes.

Mr Abednego aims to achieve effective processes that deliver meaningful outcomes in the community.

**MR WILLIE LUI**

MEMBER FOR WARRABER



Mr Lui has served as Councillor for Warraber Island on the TSIRC.

Mr Lui holds a Certificate IV in Finance and is a qualified carpenter.

The key areas of concern for Mr Lui are the high cost of living, lack of employment opportunities, and Native Title issues. He will work to see those concerns addressed through effective implementation of the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029* and the Torres Strait Development Plan.

Mr Lui would also like to see improvements made in health and wellbeing and access to affordable housing across the region during his term.

## Board meetings

The TSRA Chairperson is required to convene at least four TSRA Board meetings each year under section 144E of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). If it is considered necessary, the TSRA Chairperson may convene special meetings of the Board to enable the TSRA to carry out its functions.

During 2018-2019, the TSRA Board held eight meetings as detailed in Table 4-1. Attendance at those meetings is outlined in Table 4-2.

TABLE 4-1: BOARD MEETING DATES AND APOLOGIES, 2018-2019

MEETING NUMBER	DATE	APOLOGIES	ABSENT
108 Special Meeting	3 August 2018	Mr Horace Baira Mrs Patricia Yusia Mr Jimmy Gela Ms Hilda Mosby Ms Chelsea Aniba Mr Joseph Elu AO Mr Willie Lui	Nil
109	3-7 September 2018	Mr Seriako Dorante Mr David Bosun (Day 2)	Nil
110 Special Meeting	24 October 2018	Mrs Patricia Yusia Ms Hilda Mosby Mr Joseph Elu AO	Nil
111	28-30 November 2018	Mr John Abednego (Day 1: apology, Day 2: apology for morning session) Mr Willie Lui	Nil
112 Special Meeting	15 January 2019	Mr Jerry D Stephen Jr Mr Seriako Dorante	Nil
113 Special Meeting	23 January 2019	Mr Jerry D Stephen Jr Mr David Bosun Mr Frank Fuid Mr Joseph Elu AO	Nil
114	13-15 March 2019	Mr Horace Baira	Nil
115	10-14 June 2019	Mr Eric Peter	Nil

**TABLE 4-2: BOARD MEETING ATTENDANCE, 2018-2019**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Napau Pedro Stephen AM	8
Mr Jerry D Stephen Jr	6
Mr Eric Peter	7
Mr Horace Baira	6
Mrs Patricia Yusia	6
Mr Joel Gaidan	8
Mr Jimmy Gela	7
Mr Serriako Dorante	6
Mr Getano Lui Jr AM	8
Mr David Bosun	6.5
Mr Cygnet Repu	8
Ms Hilda Mosby	6
Mr Aven S Noah	8
Mr Yen Loban	8
Mr Frank Fauid	7
Ms Chelsea Aniba	7
Mr Joseph Elu AO	5
Mr John Paiwan	8
Mr John Abednego	7.5
Mr Willie Lui	6

## Board Charter

The second edition of the TSRA Board Charter was adopted in 2016. The charter brings together all the resources that Board members require to enable them to exercise their powers and responsibilities.

The TSRA Board Charter is based on ethical standards and good governance and contains key documents such as the Board Member's Code of Conduct, the TSRA's Charter of Representation, Performance and Accountability, and the terms of reference relating to Board committees.

## Board Member Induction

The TSRA Board elections were conducted on 30 July 2016. A Board Induction Programme was undertaken by all newly elected TSRA Board members between 29 August and 2 September 2016. The programme was delivered by Effective Governance and was based on key governance roles, Board functions and processes, and Board members' matters.

## Board Training and Education

In May 2019, TSRA Board members attended the Board Strategic Policy Workshop, delivered by Tagai Management Consultants, on Thursday Island. The workshop was an opportunity for the Board and TSRA administration to discuss the opportunities and challenges that the TSRA faces in delivering its outcomes in the region. It allowed the Board to explore ways in which it can reposition itself as the leader of the peak regional body while working towards regional autonomy.

Board members are also eligible to apply for the TSRA's leadership capacity building programmes. Individual qualifications are stated in the members' profiles in this section of the Annual Report.

THE STRATEGIC POLICY WORKSHOP ALLOWED THE BOARD TO EXPLORE WAYS TO REPOSITION ITSELF AS THE LEADER OF THE PEAK REGIONAL BODY WHILE WORKING TOWARDS REGIONAL AUTONOMY.

## EXECUTIVE COMMITTEE

The TSRA Board formed an Executive Committee at its meeting in September 2016, to assist the Chairperson to carry out his functions. The portfolio structure of the Executive Committee is aligned to the TSRA's eight programmes.

Executive Committee meetings are held quarterly, immediately prior to each regular TSRA Board meeting. The TSRA Chairperson may call for additional Executive Committee meetings should they be required.

The Executive Committee's objectives are to:

- ensure that policies and future directives are made in accordance with the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the *Public Governance, Performance and Accountability Act 2013* (Cth) and other relevant legislation
- advocate for improved outcomes in the Torres Strait region
- represent the views of the TSRA on internal and external committees
- assist the TSRA Chairperson to communicate to Torres Strait communities government policies and TSRA decisions and achievements as they relate to the Executive Committee's portfolio responsibilities.

## Membership

The 2018-2019 Executive Committee members and their portfolio responsibilities are shown in Table 4-3.

**TABLE 4-3: EXECUTIVE COMMITTEE MEMBERSHIP, 2018-2019**

MEMBER	ROLE
Mr Napau Pedro Stephen AM	Chairperson Portfolio Member for Governance and Leadership
Mr Jerry D Stephen Jr (resigned May 2019)	Deputy Chairperson Portfolio Member for Fisheries
Mr Eric Peter (resigned June 2019)	Alternate Deputy Chairperson Portfolio Member for Native Title
Mrs Patricia Yusia	Portfolio Member for Healthy Communities
Mr Cygnet Repu	Portfolio Member for Culture, Art and Heritage
Ms Hilda Mosby	Portfolio Member for Environmental Management
Ms Chelsea Aniba	Portfolio Member for Safe Communities
Mr Joseph Elu AO	Portfolio Member for Economic Development

## Meetings

In 2018-2019, the TSRA Executive Committee met four times, as shown in Table 4-4. Attendance at Executive Committee meetings is shown in Table 4-5.

TABLE 4-4: EXECUTIVE COMMITTEE MEETING DATES AND APOLOGIES, 2018-2019

MEETING NUMBER	DATE	APOLOGIES	ABSENT
109	3 September 2018	Nil	Nil
111	28 November 2018	Mr Eric Peter, TSRA Portfolio Member for Native Title	Nil
114	13 March 2019	Nil	Nil
115	10 June 2019	Ms Patricia Yusia, TSRA Portfolio Member for Healthy Communities	Nil

Note: Executive Committee meetings are held immediately prior to regular Board meetings. The number of each Executive Committee meeting aligns with the number of the corresponding Board meeting.

TABLE 4-5: EXECUTIVE COMMITTEE ATTENDANCE, 2018-2019

DATES	NUMBER OF MEETINGS ATTENDED
Mr Napau Pedro Stephen AM	4 of 4
Mr Jerry D Stephen Jr	3 of 4 (resigned May 2019)
Mr Eric Peter	2 of 4 (resigned June 2019)
Mr Joseph Elu AO	4 of 4
Ms Chelsea Aniba	4 of 4
Ms Hilda Mosby	4 of 4
Mr Cygnet Repu	4 of 4
Mrs Patricia Yusia	3 of 4

## OTHER CORPORATE AND ADVISORY COMMITTEES

### Programme Steering Committee

The TSRA has in place a Programme Steering Committee (PSC) to monitor the performance of its programmes and operations. The TSRA's programmes manage projects and ongoing activities contributing to the outcomes outlined in the *Torres Strait Development Plan 2014-2018* and the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*.

The PSC consists of the TSRA's Chief Executive Officer, programme managers and Chief Financial Officer. The PSC meets on a quarterly basis and as required to consider specific project risks and issues. The PSC considers programme resources and ensures that strategies and operational activities align with the TSRA's overall outcomes.

### Audit Committee

The TSRA is required to have an Audit Committee under section 45 of the *Public Governance, Performance and Accountability Act 2013* (Cth). The Audit Committee is established as a formal advisory committee under section 142M of the *Aboriginal and Torres Strait Islander Act 2005* (Cth).

The TSRA Board is responsible for appointing the Audit Committee to provide independent advice and assistance to the TSRA Board on the risk control and compliance frameworks as well as the TSRA's external accountability responsibilities.

The Audit Committee consists of four members. The Chairperson of the Audit Committee is an independent member, Mr Adrian Kelly from management firm Charterpoint Pty Ltd. The Chairperson of the Audit Committee provides technical expertise and experience, and advice on best practice accounting and auditing standards in the public sector. The Chairperson can request special meetings of the TSRA Audit Committee if considered necessary.

The membership of the Audit Committee was endorsed by the incoming TSRA Board at its inaugural meeting in September 2016.

## Membership

At TSRA Board Meeting 109 in September 2018, the TSRA Board endorsed Mr John Paiwan, Member for St Pauls, to replace Ms Hilda Mosby, Member for Masig, as the annual Rotational Member of the Audit Committee from 1 October 2018 to 1 October 2019.

The membership of the Audit Committee during 2018-2019 is shown in Table 4-6.

**TABLE 4-6: AUDIT COMMITTEE MEMBERS, 2018-2019**

MEMBER	ROLE
Mr Adrian Kelly (Charterpoint Pty Ltd)	Chairperson and Independent Member
Mr Horace Baira	Member for Badu
Mr Yen Loban	Member for Ngarupai and Muralag
Ms Hilda Mosby	Member for Masig (Rotational Member to 30 September 2018)
Mr John Paiwan	Member for St Pauls (Rotational Member from 1 October 2018)

## Meetings

The Audit Committee met four times in 2018-2019, as shown in Table 4-7. Attendance at Audit Committee meetings is shown in Table 4-8.

**TABLE 4-7: AUDIT COMMITTEE MEETING DATES AND APOLOGIES, 2018-2019**

DATES	APOLOGIES
4 September 2018	Nil
27 November 2018	Nil
12 March 2019	Nil
12 June 2019	Nil

**TABLE 4-8: AUDIT COMMITTEE MEETING ATTENDANCE, 2018-2019**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Adrian Kelly	4
Mr Horace Baira	4
Mr Yen Loban	4
Ms Hilda Mosby (Rotational Member to September 2018)	1
Mr John Paiwan (Rotational Member from October 2018)	3

## Finfish Quota Management Committee

The TSRA Board established the Finfish Quota Management Committee (FQMC) as a formal advisory committee under Section 142M of the *Aboriginal and Torres Strait Islander Act 2005* (Cth).

The FQMC was established by the Board in 2007 to provide advice on leasing arrangements in the Torres Strait finfish fishery, following the transfer of the fishery to 100 per cent ownership.

The terms of reference for the FQMC set out the membership to be the four TSRA Board members from the finfish communities (Erub, Masig, Mer and Ugar), an independent TSRA Board member as Chairperson, and one community fisher representative from each of the finfish communities.

The current Chairperson (the Member for Ngarupai and Muralag) and community fisher representatives have been appointed members of the FQMC for the term of the sitting TSRA Board. Membership of the committee expires on the date the Australian Electoral Commission issues a notice of election for the TSRA.

## Membership

Membership of the FQMC during 2018-2019 is shown in Table 4-9.

**TABLE 4-9: FINFISH QUOTA MANAGEMENT COMMITTEE MEMBERS, 2018-2019**

NAME	ROLE
Mr Yen Loban	Chairperson (TSRA Member for Ngurapai and Muralag)
Mr Jerry D Stephen Jr (resigned May 2019)	TSRA Member for Ugar and TSRA Portfolio Member for Fisheries
Mr Daniel Stephen	Ugar community fisher representative
Mr Aven S Noah	TSRA Member for Mer
Mr John Tabo Jr	Mer community fisher representative
Ms Hilda Mosby	TSRA Member for Masig
Mr John Morris	Masig community fisher representative
Mr Jimmy Gela	TSRA Member for Erub
Mr Daniel Sailor	Erub community fisher representative

### Meetings

The FQMC met once in 2018-2019, as shown in Table 4-10. Members' attendance at FQMC meetings is shown in Table 4-11.

**TABLE 4-10: FINFISH QUOTA MANAGEMENT COMMITTEE MEETING DATES AND APOLOGIES, 2018-2019**

DATES	APOLOGIES
5 March 2019	Ms Hilda Mosby, TSRA Member for Masig Mr John Morris, Masig community fisher representative

**TABLE 4-11: ATTENDANCE AT FINFISH QUOTA MANAGEMENT COMMITTEE MEETINGS, 2018-2019**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Yen Loban	1 of 1
Mr Jerry D Stephen Jr	1 of 1
Mr Daniel Stephen	1 of 1
Mr Aven S Noah	1 of 1
Mr John Tabo Jr	1 of 1
Ms Hilda Mosby	0 of 1
Mr John Morris	0 of 1
Mr Jimmy Gela	1 of 1
Mr Daniel Sailor	1 of 1

### Fisheries Regional Ownership Framework Steering Committee

The TSRA Board established the Fisheries Regional Ownership Framework Steering Committee (FROF Steering Committee) as a formal advisory committee under section 142M of the *Aboriginal and Torres Strait Islander Act 2005* (Cth).

The steering committee was first appointed by the Board in 2018-2019 as an informal committee to work on the Fisheries Regional Ownership Framework project. It was established as a formal advisory committee to the Board on the 20 November 2018.

The terms of reference for the FROF Steering Committee set out the membership to be TSRA Board members and community members appointed by the TSRA Chairperson.

The current committee Chairperson (TSRA Member for Ngurapai and Muralag) and TSRA Board, community and Native Title representatives have been appointed members of the FROF Steering Committee for the term of the sitting TSRA Board. Membership of the committee expires on the date on which the Australian Electoral Commission issues a notice of election for the TSRA.

## Membership

The membership of the FROF Steering Committee during 2018-2019 is shown in Table 4-12.

**TABLE 4-12: FISHERIES REGIONAL OWNERSHIP FRAMEWORK STEERING COMMITTEE MEMBERS, 2018-2019**

NAME	ROLE
Mr Jerry D Stephen Jr	Chairperson and TSRA Portfolio Member for Fisheries (from November 2018 to May 2019)
Mr Yen Loban	Chairperson and TSRA Portfolio Member for Fisheries (from June 2019)
Mr Horace Baira	TSRA Member for Badu
Mr Napau Pedro Stephen AM	TSRA Chairperson
Mr Kenny Bedford	Community Representative
Mr Frank Loban	Community Representative
Malu Lamar (Torres Strait Islander) Corporation RNTBC	Native Title Representative
Gur A Baradharaw Kod Torres Strait Sea and Land Council	Native Title Representative (from April 2019)

## Meetings

The FROF Steering Committee met three times in 2018-2019 following its appointment as a formal advisory body, as shown in Table 4-13. Attendance at FROF Steering Committee meetings is shown in Table 4-14.

**TABLE 4-13: FISHERIES REGIONAL OWNERSHIP FRAMEWORK STEERING COMMITTEE MEETING DATES AND APOLOGIES, 2018-2019**

DATES	APOLOGIES
11-12 February 2019	Mr Napau Pedro Stephen AM Malu Lamar (Torres Strait Islander) Corporation RNTBC
12 March 2019	Mr Kenny Bedford Malu Lamar (Torres Strait Islander) Corporation RNTBC
17-19 June 2019	Mr Kenny Bedford

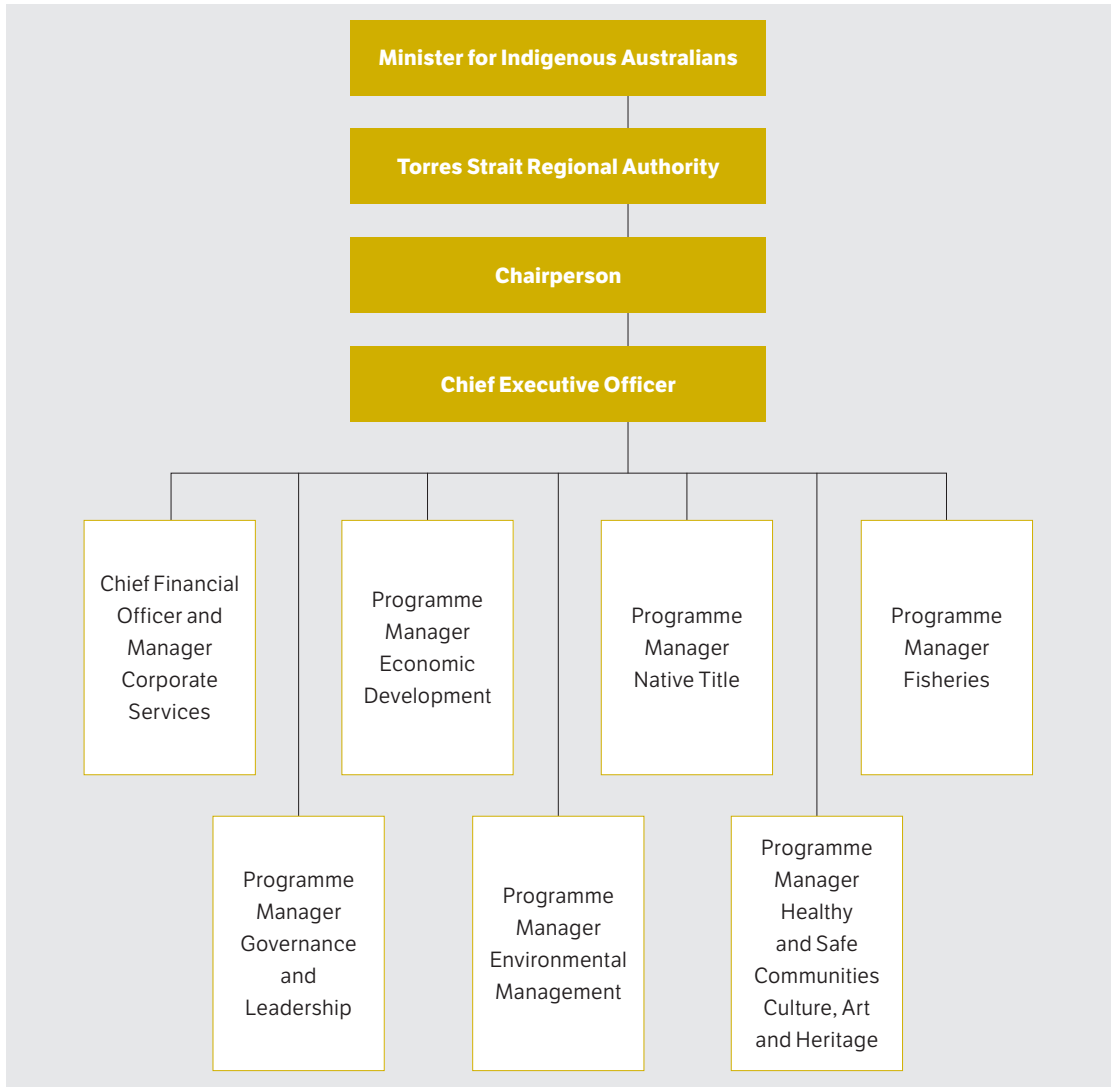
**TABLE 4-14: FISHERIES REGIONAL OWNERSHIP FRAMEWORK STEERING COMMITTEE ATTENDANCE, 2018-2019**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Jerry D Stephen Jr	2
Mr Yen Loban	3
Mr Horace Baira	3
Mr Napau Pedro Stephen AM	2
Mr Kenny Bedford	1
Mr Frank Loban	3
Malu Lamar (Torres Strait Islander) Corporation RNTBC	1
Gur A Baradharaw Kod Torres Strait Sea and Land Council	1



# Organisational Structure

FIGURE 4-2: TORRES STRAIT REGIONAL AUTHORITY ORGANISATIONAL STRUCTURE



# Enabling Functions

## ENVIRONMENTAL SUSTAINABILITY

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) requires Australian Government organisations to report annually on their environmental performance and contribution to ecologically sustainable development.

The TSRA's environmental policy outlines the agency's commitment to minimising the environmental impact of its operations. The TSRA does this by:

- using energy-efficient office machinery and computer monitors
- using low-wattage lights throughout the TSRA offices
- reducing paper usage by centralising printers and setting them to double-sided printing as the default
- using office paper that is carbon neutral, recycled and/or has an environmental sustainability rating
- employing Aboriginal and Torres Strait Islander people as trainees, rangers and ranger supervisors
- partnering with Tagai State College in the Horticulture in Schools Programme
- providing technical assistance to improve food production in the Torres Strait through the Sustainable Horticulture Project
- improving invasive species control, including by supporting management strategies for invasive fish, cane toads, and feral dogs impacting on green turtle nesting sites, and developing a regional pest management strategy
- producing biodiversity profiles, fauna surveys and fire management plans for all inhabited Torres Strait islands
- working with communities for the sustainable management of turtles and dugongs
- developing and implementing actions to build sustainability and resilience across the region through planning for climate change impacts
- monitoring environmental change across the region.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY

Since the completion of the first stage of the Telstra regional communications upgrade project in June 2018, the TSRA has continued to work with Telstra and all levels of government to seek additional funding to ensure that the telecommunications infrastructure in the Torres Strait region is capable of delivering the technology and innovation needed to support multiple socioeconomic, educational, health and community safety outcomes for the island communities and peoples of the Torres Strait region.

The benefits of the improved network infrastructure expansion also include enhanced biosecurity, agriculture, and marine safety and border protection measures.

## PROPERTY MANAGEMENT

The TSRA has a property portfolio which includes office accommodation at three sites on Thursday Island; the Gab Titui Cultural Centre; and residential staff accommodation, consisting of 57 houses and apartments.

The TSRA also owns and maintains the historic Green Hill Fort, which is listed on the Commonwealth Heritage List.

In addition, the TSRA has a fleet of vehicles and vessels, most of which are located on outer island communities in the Torres Strait as part of the Indigenous Ranger Programme.

### Maintenance

Schedules for the regular maintenance of property and assets are in place and the work is contracted out to appropriate tradespeople. Ongoing repairs and maintenance are carried out in a way that meets the TSRA's obligations to environmental sustainability, meets government procurement guidelines and supports Indigenous and local businesses.

The TSRA offices have been through significant and ongoing upgrades to IT systems, equipment, air-conditioning and other soft infrastructure to ensure compliance and scalability to meet current and future demands.

TSRA-owned properties are maintained in line with our five-year maintenance plan, which aims to reduce the cost of reactive property maintenance through planned, targeted property maintenance practices, ensuring that the properties are safe, sustainable, well maintained and fit for purpose.

### Capital works

In 2018-2019, the TSRA undertook capital works projects with funding from a grant of \$2.989 million from the Australian Government Public Service Modernisation Fund.

One project, involving construction of a commercial building on Thursday Island, will be completed with a minimum Indigenous participation rate of 90 per cent, meaning that 90 per cent of all work hours will be carried out by Indigenous tradespeople and labourers. The new facility will provide increased environmental sustainability and an improved working environment for TSRA staff. The project will be a showcase of sustainable design in remote areas, incorporating solar technology, sustainable water use and other environmental design technologies.

Community infrastructure projects on the outer islands of the Torres Strait in 2018-2019 included the construction of a multipurpose facility on Erub Island. The Erubam Le Traditional Land and Sea Owners (Torres Strait Islanders) Corporation and the TSRA have entered into an ILUA for the use of land for the construction of the facility, which will provide a suitable base for TSRA land and sea rangers and their vessels and vehicles and other TSRA assets.

The TSRA has leased office space within this facility to other government agencies and non-government organisations.

## RISK MANAGEMENT

The TSRA has standardised its processes for the identification, documentation and management of risks and issues. All TSRA projects and managed activities include risk assessments as part of the project planning and approval process.

The TSRA's risk management system is based on the better practice principles and processes outlined in ISO 31000:2018 Risk Management – Guidelines. The system is:

- dynamic – by being responsive to change and assisting corporate learning and continuous improvement
- systematic – by being rigorous, transparent and explicit and taking into account stakeholder perspectives
- integrated and embedded – in so far as practicable, by reviewing established management planning, decision-making and reporting processes.

Figure 4-3 illustrates the continuous, systematic process that the TSRA uses to maintain risk within an acceptable level.

### Risk Identification

Risk identification involves identifying the issues that are likely to negatively impact the achievement of the goals of the TSRA. This includes:

- political and strategic risks
- programme delivery risks
- operational support risks.

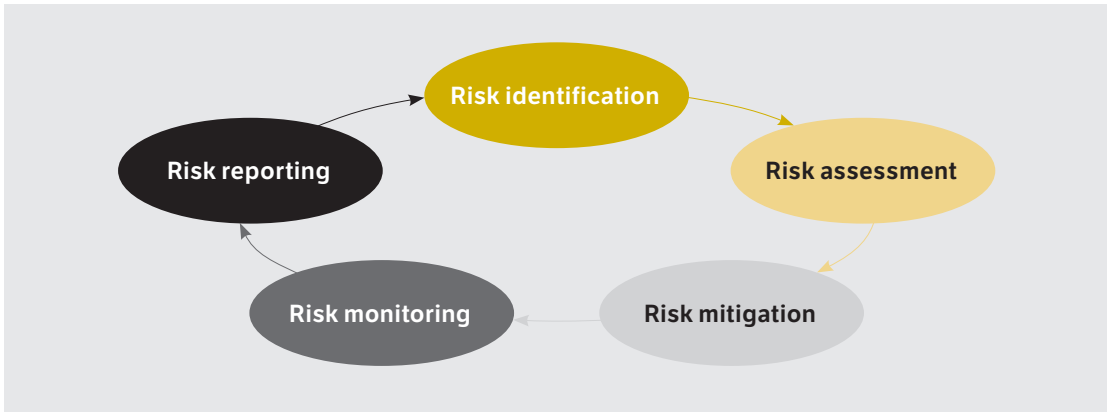
Risks are identified via:

- an annual risk management workshop attended by the TSRA's administration (top-down approach)
- completion of individual risk assessments at the programme/project level (bottom-up approach)
- audits and assessments conducted through internal and external audit functions.

### Risk Assessment

Risk assessment includes the process of determining the likelihood of a risk occurring and the consequence or impact of the risk.

FIGURE 4-3: TORRES STRAIT REGIONAL AUTHORITY RISK MANAGEMENT PROCESS



### Risk Appetite

The TSRA is a custodian of the Australian Government's investment in the future prosperity of the Torres Strait region. Therefore, the TSRA seeks to balance its risk position between:

- investment in activities that may drive substantial growth in the region
- the need to remain a stable organisation with the capacity to continue to work for the community into the future.

The TSRA's risk appetite is necessarily around the middle of the risk-taking spectrum. Depending on the results from year to year and community needs, the TSRA may choose to increase or decrease its appetite for higher risk activities.

The TSRA:

- accepts a higher risk appetite when approving a new system or process that offers greater processing capacity and efficiencies
- accepts a moderate risk appetite for programme outcomes that are aimed at contributing to the regional goals
- accepts a low risk appetite for significant breaches of security or unauthorised access to confidential records
- accepts a very low risk appetite for risks that would result in physical or mental harm to staff and the environment.

### Risk Mitigation

Risk mitigation (or risk reduction) involves developing actions or plans to reduce the risk to an acceptable level. All mitigation steps are assigned an owner and timeframe.

### Risk Monitoring

All TSRA employees are expected to identify and manage risks within their span of control.

The members of the TSRA's Management Group are responsible for:

- incorporating suitable risk management activities into business planning (via completion of a risk assessment at the programme or project level)
- ensuring that the risk management processes are implemented
- ensuring that risk mitigation actions are followed.

## ACCOUNTABILITY

### External Scrutiny

During 2018-2019, the TSRA, as a corporate Commonwealth entity, was accountable to the Parliament of Australia through the responsible Minister and the Prime Minister and Cabinet portfolio.

The Auditor-General is the TSRA's external auditor. The audit of the TSRA's financial statements is conducted in accordance with an audit strategy agreed to by the Auditor-General and the TSRA. The 2018-2019 audit was conducted in August 2019. A copy of the independent auditor's report, including the auditor's opinion, is provided as part of the financial statements in Section 5 of this report.

The TSRA was not affected by judicial decisions or reviews by outside bodies in 2018-2019.

The Australian Information Commissioner did not issue a report on the TSRA under section 30 of the *Privacy Act 1988* (Cth) and no personal privacy complaints were made against the TSRA during the reporting period.

### **Fraud Control**

The TSRA has implemented a fraud control framework in accordance with section 10 of the *Public Governance, Performance and Accountability Act 2013* (Cth). No incidents of fraud were detected in 2018-2019.

### **Internal Audit**

The TSRA's Audit Committee is assisted in the internal audit function by an external contractor, Charterpoint Pty Ltd. Charterpoint is responsible for implementing the TSRA's internal audit programme, which aims to provide assurance that key risks are being managed effectively and efficiently, including assurance that the TSRA complies with regulatory requirements and policies.

### **Compliance Report**

In accordance with section 19 of the *Public Governance, Performance and Accountability Act 2013* (Cth), the TSRA provided the Finance Minister and the Minister for Indigenous Affairs with a letter from the TSRA directors advising that the TSRA:

Has complied with the provisions and requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act); and the PGPA Rules as amended from time to time.

### **Indemnities and Insurance Premiums for Officers**

The TSRA indemnifies current and former directors and staff members against liability or costs incurred in connection with any claim brought against them as a result of, or in connection with, their appointment to any office or position in the TSRA.

The TSRA holds directors' and officers' liability insurance cover through Comcover, the Australian Government's self-managed fund. The TSRA has an annual insurance renewal process, and reviewed its insurance coverage in 2018-2019 to ensure that it remained appropriate for its operations.

No indemnity-related claims were made during the year, and the TSRA is not aware of any circumstances likely to lead to such claims being made.

The cost of directors' and officers' indemnity insurance for 2018-2019 was \$8,192.

### **Directors' Interests Policy**

In accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) and the Public Governance, Performance and Accountability Rule 2014 (Cth), the TSRA Board has a policy and process to manage all direct and indirect conflicts of interest, including a register of all directors' pecuniary interests and a requirement that directors make a formal declaration of their interests at each TSRA Board meeting. The declarations are recorded in the minutes of the meeting.

The pecuniary interest process applies to all committees of the TSRA.

### **Related Party Transactions**

The TSRA has in place a Charter of Representation, Performance and Accountability that sets out the roles and responsibilities of the Board and the administration. The TSRA Board has delegated responsibility to the administration, through its Chief Executive Officer, to ensure that funding decisions are made in line with the policies, priorities and general guidelines determined by the Board.

As part of the TSRA Board's governance framework, each Board member is required to complete a Notice of Personal and Financial Interests to the Minister. There is also a requirement for related party disclosure questionnaires to be completed to declare any financial transactions between a Board member and/or members of the Board member's family and the TSRA. Members' related party disclosure questionnaires are available to enable members to declare any changes in their circumstances.

A Register of Pecuniary Interests that is maintained and included in each Board meeting's briefing package also assists the Chairperson and other Board members to manage any conflicts of interest that may arise.

### Key Management Personnel

The TSRA has determined that its Key Management Personnel consist of the Board members (including the TSRA Chairperson) and the Chief Executive Officer, as set out under Note 3.2 in the TSRA financial statements for the period ended 30 June 2019 (see Section 5 of this Annual Report).

Details of remuneration for Key Management Personnel are set out in the financial statements and in Appendix 1 of this Annual Report.

## HUMAN RESOURCES

The TSRA's employees are located at TSRA facilities on Thursday Island and throughout the island communities of the Torres Strait region. A small office in Cairns is used to increase the TSRA's capacity to attract people with skills and experience not available in the Torres Strait.

The TSRA has a workforce strategy that complements the Torres Strait Development Plan and sets the strategic direction for supporting and developing the TSRA's workforce.

### Staffing Profile

For information on the TSRA's staff in 2018-2019, see Appendix 1 of this Annual Report.

### Workplace Agreement

TSRA staff operate under the TSRA Enterprise Agreement 2017. The terms and conditions of employment are set out in the agreement. The TSRA Enterprise Agreement 2017 came into effect from 6 June 2017.

The salary ranges for staff covered under the agreement range from \$43,604 for an APS level 1 staff member to \$138,118 for an Executive Level 2 staff member.

### Payroll and Leave Records

The human resources and payroll company Frontier Software Pty Ltd provides payroll software to the TSRA to facilitate in-house payroll and leave arrangements.

### Learning and Development

The TSRA's employees attended internal and external learning and development courses during 2018-2019. This included programme and project management training, career development training, cultural awareness training, fraud awareness training, relevant university studies and various other courses.

As part of their induction, all new TSRA employees complete the Australian Public Service Commission's online induction programme. In addition, all TSRA employees who are required to travel as part of their role complete helicopter underwater escape training.

The TSRA Performance Development Programme informs the learning and development required by staff and supports them in achieving the best outcomes possible for them as TSRA employees and as people.

### Work Health and Safety

The TSRA fulfilled its responsibilities under the *Work Health and Safety Act 2011* (Cth) in 2018-2019.

No notifications arising from undertakings by the TSRA were made to Comcare under the *Work Health and Safety Act 2011* (Cth) during the year.

There were no investigations conducted during the year relating to undertakings carried out by the TSRA and there were no notices given to the TSRA during the year under the Comcare legislation.

The TSRA has a work health and safety management system and trained employees who undertake duties as first-aid officers, fire wardens and health and safety representatives. Health and safety representatives and safety committees work cooperatively to improve the TSRA's work health and safety policy and operational matters. Workers are informed of current issues and receive work health and safety information.

The TSRA has a rehabilitation management system in accordance with Comcare requirements. The rehabilitation management system includes an active early intervention and injury management strategy. A healthy lifestyle reimbursement of up to \$200 per year is available to employees.

The TSRA also has a bullying and harassment policy in place and two trained harassment contact officers are available to provide employee support. The TSRA offers support for workers through an employee assistance programme delivered by an external provider.

### **Workplace Diversity**

The TSRA is committed to supporting a culture of equity, inclusion and diversity, and to ensuring that the TSRA workforce is representative of the broader community. The TSRA upholds the Australian Public Service Values and strives to provide a workplace that is free from discrimination and recognises the diversity of the Torres Strait Islander and Aboriginal communities that it serves.

All TSRA staff receive up-to-date information on developments in human resources, including developments in equal employment opportunity, harassment-free workplaces and workplace diversity. Employees can also access publications from the Australian Public Service Commission and other related agencies.

### **Workplace Consultative Arrangements**

The TSRA fosters and promotes workplace consultation through regular management, programme area and staff meetings. In addition, the TSRA conducts regular meetings with staff representatives on the Workplace Consultative Committee. As appropriate, management consults with employees on major workplace changes, the development of guidelines and policies applying to employment conditions, and the development and implementation of the enterprise agreement.

## **OTHER REPORTABLE MATTERS**

### **Freedom of Information**

Entities subject to the *Freedom of Information Act 1982* (Cth) are required to publish information to the public as part of the Information Publication Scheme. This requirement is in Part II of the Act and has replaced the former requirement to publish a section 8 statement in an annual report. A plan showing what information the TSRA publishes in accordance with the requirement is available on the TSRA's website ([www.tsra.gov.au/information-publication-scheme2](http://www.tsra.gov.au/information-publication-scheme2)).

### **Disclosure of Sacred Matters**

In accordance with section 144ZB(4) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA Annual Report 2018-2019 does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal people.

### **Advertising and Market Research**

The TSRA advertises all ongoing vacancies and non-ongoing vacancies of more than 12 months using the APSjobs website and other selected national advertising. The TSRA uses the Australian Government's preferred supplier, Dentsu Mitchell Media Australia Pty Ltd, to advertise tenders and recruitment notices.

The TSRA also uses Far North Queensland region-based print media for advertising job vacancies, publishing media releases and tenders, and distributing the *TSRA Community Newsletter*, in line with the Commonwealth Procurement Rules.

The TSRA did not conduct any advertising campaigns or make payments to market research, polling, direct mail or media advertising organisations in 2018-2019.







# Section Five

## Financial Statements



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Indigenous Australians

#### Opinion

In my opinion, the financial statements of the Torres Strait Regional Authority ('the Entity') for the year ended 30 June 2019:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2019 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following statements as at 30 June 2019 and for the year then ended:

- Statement by the Accountable Authority, Chief Executive and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements.

#### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chair and the Directors are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chair and the Directors are also responsible for such internal control as the Chair and the Directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chair and the Directors are responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chair and the Directors are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

### **Auditor's responsibilities for the audit of the financial statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Lorena Skipper

A/g Executive Director

Delegate of the Auditor-General

Canberra

5 September 2019

# CONTENTS

## Certification

## Primary financial statement

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Cash Flow Statement

## Overview

## Notes to the financial statements:

### 1. Financial Performance

- 1.1 Expenses
- 1.2 Own-Source Revenue and Gains

### 2. Financial Position

- 2.1 Financial Assets
- 2.2 Non-Financial Assets
- 2.3 Payables

### 3. People and Relationships

- 3.1 Employee Provisions
- 3.2 Key Management Personnel Remuneration
- 3.3 Related Party Disclosures

### 4. Managing Uncertainties

- 4.1 Contingent Assets and Liabilities
- 4.2 Financial Instruments
- 4.3 Fair Value Measurement

### 5. Other Information

- 5.1 Aggregate Assets and Liabilities
- 5.2 Assets Held in Trust
- 5.3 Budget Variances Commentary

**Torres Strait Regional Authority****STATEMENT BY THE ACCOUNTABLE AUTHORITY, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER**

In our opinion, the attached financial statements for the year ended 30 June 2019 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Torres Strait Regional Authority will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.

Signed



Mr Napau Pedro Stephen AM  
Chairperson

4 September 2019

Signed



Mr Getano Lui Jr AM  
Deputy Chairperson

4 September 2019

Signed



Ms M Bani  
Acting Chief Executive Officer

4 September 2019

Signed



Mr C de Mamiel  
Chief Financial Officer

4 September 2019

**TORRES STRAIT REGIONAL AUTHORITY**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2019*

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	19,282	18,732	17,257
Suppliers	1.1B	17,444	20,827	16,403
Grants	1.1C	15,394	10,568	12,588
Depreciation and amortisation	2.2A	1,773	1,834	1,145
Finance costs	1.1D	79	29	150
Impairment Loss Allowance on Financial Instruments	1.1E	150	60	-
<b>Total expenses</b>		<b>54,122</b>	<b>52,050</b>	<b>47,543</b>
<b>Own-Source Income</b>				
<b>Own-source revenue</b>				
Sale of goods and rendering of services	1.2A	624	1,395	505
Interest	1.2B	1,126	817	970
Other Government contributions	1.2C	13,400	17,266	10,185
Other revenue	1.2C	-	9	-
<b>Total own-source revenue</b>		<b>15,150</b>	<b>19,487</b>	<b>11,660</b>
<b>Gains</b>				
Reversal of write-downs and impairment	1.2D	114	18	-
<b>Total gains</b>		<b>114</b>	<b>18</b>	<b>-</b>
<b>Total own-source income</b>		<b>15,264</b>	<b>19,505</b>	<b>11,660</b>
<b>Net cost of services</b>		<b>38,858</b>	<b>32,545</b>	<b>35,883</b>
Revenue from Government	1.2E	35,883	36,056	35,883
<b>Surplus/(Deficit) on continuing operations</b>		<b>(2,975)</b>	<b>3,511</b>	<b>-</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation surplus		2,610	(671)	-
<b>Total other comprehensive income</b>		<b>2,610</b>	<b>(671)</b>	<b>-</b>
<b>Total comprehensive income/(loss)</b>		<b>(365)</b>	<b>2,840</b>	<b>-</b>

The above statement should be read in conjunction with the accompanying notes.

**TORRES STRAIT REGIONAL AUTHORITY****Statement of Financial Position***as at 30 June 2019*

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents	2.1A	2,976	2,391	4,732
Trade and other receivables	2.1B	4,924	4,197	4,652
Other investments	2.1C	29,978	34,774	21,169
<b>Total financial assets</b>		<b>37,878</b>	<b>41,362</b>	<b>30,553</b>
<b>Non-financial assets</b>				
Land and buildings	2.2A	53,223	47,902	55,917
Plant and equipment	2.2A	1,062	1,046	2,277
Heritage and cultural	2.2A	77	77	77
Other non-financial assets	2.2B	364	-	-
<b>Total non-financial assets</b>		<b>54,726</b>	<b>49,025</b>	<b>58,271</b>
<b>Total assets</b>		<b>92,604</b>	<b>90,387</b>	<b>88,824</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	2,495	1,407	1,751
Grants	2.3B	147	741	-
Other payables	2.3C	147	136	-
<b>Total payables</b>		<b>2,789</b>	<b>2,284</b>	<b>1,751</b>
<b>Provisions</b>				
Employee provisions	3.1A	4,591	4,503	4,324
<b>Total provisions</b>		<b>4,591</b>	<b>4,503</b>	<b>4,324</b>
<b>Total liabilities</b>		<b>7,380</b>	<b>6,787</b>	<b>6,075</b>
<b>Net assets</b>		<b>85,224</b>	<b>83,600</b>	<b>82,749</b>
<b>EQUITY</b>				
Contributed equity		3,021	1,032	3,021
Reserves		17,577	14,967	15,638
Retained surplus		64,626	67,601	64,090
<b>Total equity</b>		<b>85,224</b>	<b>83,600</b>	<b>82,749</b>

The above statement should be read in conjunction with the accompanying notes.

**TORRES STRAIT REGIONAL AUTHORITY****Statement of Changes In Equity**

for the period ended 30 June 2019

	2019	2018	Original Budget
	\$'000	\$'000	\$'000
<b>CONTRIBUTED EQUITY</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	1,032	32	1,032
<b>Adjusted opening balance</b>	<b>1,032</b>	<b>32</b>	<b>1,032</b>
<b>Transactions with owners</b>			
<b>Contributions by owners</b>			
Equity injection - Appropriations	1,989	1,000	1,989
<b>Total transactions with owners</b>	<b>1,989</b>	<b>1,000</b>	<b>1,989</b>
<b>Closing balance as at 30 June</b>	<b>3,021</b>	<b>1,032</b>	<b>3,021</b>
<b>RETAINED EARNINGS</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	67,601	64,090	64,090
<b>Adjusted opening balance</b>	<b>67,601</b>	<b>64,090</b>	<b>64,090</b>
<b>Comprehensive income</b>			
Surplus/(Deficit) for the period	(2,975)	3,511	-
<b>Total comprehensive income</b>	<b>(2,975)</b>	<b>3,511</b>	<b>-</b>
<b>Closing balance as at 30 June</b>	<b>64,626</b>	<b>67,601</b>	<b>64,090</b>
<b>ASSET REVALUATION RESERVE</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	14,967	15,638	15,638
<b>Adjusted opening balance</b>	<b>14,967</b>	<b>15,638</b>	<b>15,638</b>
<b>Comprehensive income</b>			
Other comprehensive income	2,610	(671)	-
<b>Total other comprehensive income</b>	<b>2,610</b>	<b>(671)</b>	<b>-</b>
<b>Closing balance as at 30 June</b>	<b>17,577</b>	<b>14,967</b>	<b>15,638</b>
<b>TOTAL EQUITY</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	83,600	79,760	80,760
<b>Adjusted opening balance</b>	<b>83,600</b>	<b>79,760</b>	<b>80,760</b>
<b>Comprehensive income</b>			
Surplus/(Deficit) for the period	(2,975)	3,511	-
Other comprehensive income	2,610	(671)	-
<b>Total comprehensive income</b>	<b>(365)</b>	<b>2,840</b>	<b>-</b>
<b>Transactions with owners</b>			
<b>Contributions by owners</b>			
Equity injection - Appropriations	1,989	1,000	1,989
<b>Total transactions with owners</b>	<b>1,989</b>	<b>1,000</b>	<b>1,989</b>
<b>Closing balance as at 30 June</b>	<b>85,224</b>	<b>83,600</b>	<b>82,749</b>

The above statement should be read in conjunction with the accompanying notes.

**Accounting Policy****Equity Injections**

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.



**TORRES STRAIT REGIONAL AUTHORITY****Cash Flow Statement***for the period ended 30 June 2019*

	Notes	2019 \$'000	2018 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Receipts from government		35,883	36,056	35,883
Sale of goods and rendering of services		14,172	18,668	10,690
Interest		1,091	781	820
GST received		2,236	2,510	-
<b>Total cash received</b>		<b>53,382</b>	<b>58,015</b>	<b>47,393</b>
<b>Cash used</b>				
Employees		19,183	18,415	17,257
Suppliers		18,357	23,288	16,403
Loan payments		28	18	-
Grants		17,231	10,070	12,588
<b>Total cash used</b>		<b>54,799</b>	<b>51,791</b>	<b>46,248</b>
<b>Net cash from/(used by) operating activities</b>		<b>(1,417)</b>	<b>6,224</b>	<b>1,145</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
Proceeds from loan repayments		311	427	-
Proceeds from sales of investments		4,796	-	2,000
<b>Total cash received</b>		<b>5,107</b>	<b>427</b>	<b>2,000</b>
<b>Cash used</b>				
Loan payments		594	138	-
Purchase of property, plant and equipment		4,500	1,306	7,509
Purchase of investments		-	9,555	-
<b>Total cash used</b>		<b>5,094</b>	<b>10,999</b>	<b>7,509</b>
<b>Net cash from/(used by) investing activities</b>		<b>13</b>	<b>(10,572)</b>	<b>(5,509)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed Equity		1,989	1,000	1,989
<b>Total cash received</b>		<b>1,989</b>	<b>1,000</b>	<b>1,989</b>
<b>Net cash from financing activities</b>		<b>1,989</b>	<b>1,000</b>	<b>1,989</b>
<b>Net increase/(decrease) in cash held</b>		<b>585</b>	<b>(3,348)</b>	<b>(2,375)</b>
Cash and cash equivalents at the beginning of the reporting period		2,391	5,739	7,107
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>2,976</b>	<b>2,391</b>	<b>4,732</b>

The above statement should be read in conjunction with the accompanying notes.

## Overview

### The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations - Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

### New Accounting Standards

All new/revised/amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the TSRA's financial statements.

All other new/revised/amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to future reporting period(s) are not expected to have a future material impact on the entity's financial statements.

### Taxation

The TSRA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

### Events After the Reporting Period

There was no subsequent event that had the potential to significantly affect the ongoing structure and financial activities of the TSRA.

## Financial Performance

This section analyses the financial performance of the Torres Strait Regional Authority for the year ended 2019.

### 1.1 Expenses

	2019 \$'000	2018 \$'000
<b>1.1A: Employee benefits</b>		
Wages and salaries	14,545	14,465
Superannuation		
Defined contribution plans	1,584	1,545
Defined benefit plans	524	516
Leave and other entitlements	2,629	2,206
<b>Total employee benefits</b>	<b>19,282</b>	<b>18,732</b>

#### Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section.

### 1.1B: Suppliers

#### Goods and services supplied or rendered

Consultants and professional fees	6,409	8,433
Travel	3,977	3,150
Repairs and maintenance	698	754
Other staff costs	321	305
Office running costs	1,322	1,362
Property costs	242	451
Transport, freight and storage	767	468
Media, advertising and public relations	336	399
Licences	9	2,802
Other	2,127	1,685
<b>Total goods and services supplied or rendered</b>	<b>16,208</b>	<b>19,809</b>
Goods supplied	1,045	3,021
Services rendered	15,163	16,788
<b>Total goods and services supplied or rendered</b>	<b>16,208</b>	<b>19,809</b>
<b>Other suppliers</b>		
Operating lease rentals	1,124	813
Workers compensation expenses	112	205
<b>Total other suppliers</b>	<b>1,236</b>	<b>1,018</b>
<b>Total suppliers</b>	<b>17,444</b>	<b>20,827</b>

### Leasing commitments

The Torres Strait Regional Authority in its capacity as lessor leases and sub-leases houses to staff for negotiated rents. The TSRA in its capacity as lessee leases offices, houses for staff accommodation and facilities for the ranger programme on the outer islands. As at 30 June 2019, there was one office lease in place for a period of 1 year with two one year renewal options. There was also a 30 year lease in place for the land that the Erub Multi-purpose Facility is built on. Other leases are periodic.

#### Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

Within 1 year	14	554
Between 1 to 5 years	113	-
More than 5 years	311	-
<b>Total operating lease commitments</b>	<b>438</b>	<b>554</b>

#### Accounting Policy

The TSRA does not have any finance leases.

Operating lease payments are expensed on a straight-line basis which is representative of the pattern of benefits derived from the leased assets.

	2019	2018
	\$'000	\$'000
<b>1.1C: Grants</b>		
<b>Public sector:</b>		
Australian Government entities (related parties)	329	455
State and Territory governments	1,634	-
Local governments	3,602	4,389
<b>Private sector:</b>		
Non-profit organisations	4,310	5,724
For-profit organisations	5,519	-
<b>Total grants</b>	<b>15,394</b>	<b>10,568</b>

#### 1.1D: Finance costs

Write down of loans to net present value	79	29
<b>Total finance costs</b>	<b>79</b>	<b>29</b>

#### Accounting Policy

All borrowing costs are expensed as incurred.

#### 1.1E: Impairment Loss Allowance on Financial Instruments

Impairment on loans	22	10
Impairment on trade and other receivables	128	50
<b>Total write-down and impairment of assets</b>	<b>150</b>	<b>60</b>

<b>1.2 Own-Source Revenue and Gains</b>		
	<b>2019</b>	2018
	<b>\$'000</b>	\$'000

### Own-Source Revenue

#### **1.2A: Sale of goods and rendering of services**

Sale of goods	248	245
Rendering of services	376	1,150
<b>Total sale of goods and rendering of services</b>	<b>624</b>	<b>1,395</b>

#### **Accounting Policy**

Revenue from the sale of goods is recognised when:

- a) the risks and rewards of ownership have been transferred to the buyer;
- b) the TSRA retains no managerial involvement or effective control over the goods;
- c) the revenue and transaction costs incurred can be reliably measured; and
- d) it is probable that the economic benefits associated with the transaction will flow to the TSRA.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account.

#### **1.2B: Interest**

Loans	209	205
Deposits	917	612
<b>Total interest</b>	<b>1,126</b>	<b>817</b>

#### **Accounting Policy**

Interest revenue is recognised using the effective interest method.

	<b>2019</b>	2018
	<b>\$'000</b>	\$'000

#### **1.2C: Other revenue**

Rent	-	9
Other Government contributions	13,400	17,266
<b>Total other revenue</b>	<b>13,400</b>	<b>17,275</b>

### Gains

#### **1.2D: Reversal of write-downs and impairment**

Reversal of losses from remeasuring loans	78	18
Reversal of impairment losses	36	-
<b>Total reversals of previous asset write-downs and impairments</b>	<b>114</b>	<b>18</b>

#### **1.2E: Revenue from Government**

Department of the Prime Minister and Cabinet		
Corporate Commonwealth entity payments	35,883	36,056
<b>Total revenue from Government</b>	<b>35,883</b>	<b>36,056</b>

#### **Accounting Policy**

##### *Revenue from Government*

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the non-corporate Commonwealth entity as a corporate Commonwealth entity payment item for payment to this entity) is recognised as Revenue from Government by the corporate Commonwealth entity unless the funding is in the nature of an equity injection or a loan.

## Financial Position

This section analyses the Torres Strait Regional Authority's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

### 2.1 Financial Assets

	2019	2018
	\$'000	\$'000
<b>2.1A: Cash and cash equivalents</b>		
Cash on hand or on deposit	2,602	2,209
Cash on hand or on deposit - TSRA Housing Fund	374	182
<b>Total cash and cash equivalents</b>	<b>2,976</b>	<b>2,391</b>
<b>2.1B: Trade and other receivables</b>		
<b>Goods and services receivables</b>		
Goods and services	214	413
<b>Total goods and services receivables</b>	<b>214</b>	<b>413</b>
<b>Other receivables</b>		
GST receivable from the Australian Tax Office	1,389	746
Loans	3,699	3,355
Interest	16	11
Other	47	-
<b>Total other receivables</b>	<b>5,151</b>	<b>4,112</b>
<b>Total trade and other receivables (gross)</b>	<b>5,365</b>	<b>4,525</b>
<b>Less impairment loss allowance</b>		
Loans	(300)	(278)
Goods and services	(141)	(50)
<b>Total impairment loss allowance</b>	<b>(441)</b>	<b>(328)</b>
<b>Total trade and other receivables (net)</b>	<b>4,924</b>	<b>4,197</b>

Credit terms are net 30 days (2018: 30 days).

#### Accounting Policy

##### *Financial Assets*

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

##### Accounting Judgements and Estimates

The initial fair value of concessional loans is taken to be the present value of all future cash receipts, discounted using the prevailing market rate of interest for instruments of a similar structure (currency, term, type of interest rate, credit risk). Subsequently the value of the loan is derived by applying the amortised cost using the effective interest method, with the initial market rate as the effective rate, and anticipated cash flows based on contracted repayment terms, resulting in the amortisation of the discount over the anticipated life of the loan.

	2019	2018
	\$'000	\$'000
TSRA holds a portfolio of concessional loans that are provided for business development and home ownership programs. The values of these loans as at 30 June are as follows:		
Concessional loans - nominal value	3,908	3,598
Less: unexpired discount	<u>(209)</u>	<u>(243)</u>
<b>Concessional loans - (gross)</b>	<b><u>3,699</u></b>	<b><u>3,355</u></b>
Less: impairment allowance	<u>(300)</u>	<u>(278)</u>
<b>Concessional loans - carrying value</b>	<b><u>3,399</u></b>	<b><u>3,077</u></b>
<b><u>2.1C: Other investments</u></b>		
Term deposits	19,613	24,653
Term deposits - TSRA Housing Fund	<u>10,365</u>	<u>10,121</u>
<b>Total other investments</b>	<b><u>29,978</u></b>	<b><u>34,774</u></b>

## 2.2 Non-Financial Assets

### 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage and cultural <sup>1</sup> \$'000	Other plant & equipment \$'000	Total \$'000
<b>As at 1 July 2018</b>						
Gross book value	11,805	36,100	47,905	77	4,509	52,491
Accumulated depreciation, amortisation and impairment	-	(3)	(3)	-	(3,463)	(3,466)
<b>Total as at 1 July 2018</b>	<b>11,805</b>	<b>36,097</b>	<b>47,902</b>	<b>77</b>	<b>1,046</b>	<b>49,025</b>
Additions						
Purchase	142	3,888	4,030	-	470	4,500
Revaluations and impairments recognised in other comprehensive income	(142)	2,752	2,610	-	-	2,610
Depreciation	-	(1,319)	(1,319)	-	(454)	(1,773)
<b>Total as at 30 June 2019</b>	<b>11,805</b>	<b>41,418</b>	<b>53,223</b>	<b>77</b>	<b>1,062</b>	<b>54,362</b>
<b>Total as at 30 June 2019 represented by</b>						
Gross book value	11,805	41,433	53,238	77	4,979	58,294
Accumulated depreciation, amortisation and impairment	-	(15)	(15)	-	(3,917)	(3,932)
<b>Total as at 30 June 2019</b>	<b>11,805</b>	<b>41,418</b>	<b>53,223</b>	<b>77</b>	<b>1,062</b>	<b>54,362</b>

1. Land, buildings and other property, plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.

### Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 4.3.

On 30 June 2019, an independent valuer conducted the revaluations.

No indicators of impairment were found for property, plant and equipment.

No other property, plant and equipment is expected to be sold or disposed of within the next 12 months.

### Contractual commitments for the purchase of property, plant and equipment

The TSRA has a current contractual commitment of \$3,021,722 for the construction of a new building at 56 Douglas Street, Thursday Island. (2018: \$1,767,554).



**Accounting Policy**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

**Asset Recognition Threshold**

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$1,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

**Revaluations**

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

**Depreciation**

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2019	2018
Buildings on freehold land	17 - 45 years	40 years
Leasehold improvements	Lease term	Lease term
Plant and equipment	3 to 8 years	3 to 8 years

All heritage and cultural assets have indefinite useful lives and are not depreciated.

**Impairment**

All assets were assessed for impairment at 30 June 2019. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

**Derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

**Heritage and Cultural Assets**

The TSRA has a limited collection of 23 (2018: 23) distinct Cultural and Heritage assets with an aggregated fair value of \$77,000 (2018: \$77,000). Cultural assets are comprised of artworks, carvings, and traditional headdresses. Heritage assets consist of models of 2 (2018: 2) sailing vessels and a brass Pearl Diver's helmet (2018: 1) each of which has historical significance to the region. The assets are on display at the TSRA's main office and the Gab Titui Cultural Centre. The conservation and preservation of TSRA's heritage and cultural assets is achieved by a variety and combination of means including: the provision of education and awareness programs; asset management planning; professional training and development; research; and the provision of appropriate storage and display environments.

**Accounting Judgements and Estimates**

The fair value of land has been taken to be the market value of similar properties as determined by an independent valuer. The fair value of buildings has been taken to be the depreciated current replacement cost. In some instances, the TSRA's buildings are purpose-built and may in fact realise more or less in the market.

	2019	2018
	\$'000	\$'000
<b>2.2B: Other non-financial assets</b>		
Prepayments	364	-
<b>Total other non-financial assets</b>	<b>364</b>	<b>-</b>

## 2.3 Payables

	2019	2018
	\$'000	\$'000

### **2.3A: Suppliers**

Trade creditors and accruals	2,495	1,407
<b>Total suppliers</b>	<b>2,495</b>	<b>1,407</b>

Settlement was usually made within 30 days.

### **2.3B: Grants**

#### **Public sector:**

Local Governments	-	590
-------------------	---	-----

#### **Private sector:**

Non-profit organisations	147	151
--------------------------	-----	-----

<b>Total grants</b>	<b>147</b>	<b>741</b>
---------------------	------------	------------

### **2.3C: Other payables**

Salaries and wages	130	121
Superannuation	17	15
<b>Total other payables</b>	<b>147</b>	<b>136</b>

## People and Relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

### 3.1 Employee Provisions

	2019	2018
	\$'000	\$'000
<b>3.1A: Employee provisions</b>		
Long service leave	2,753	2,653
Annual leave	1,737	1,757
Personal leave	101	93
<b>Total employee provisions</b>	<b>4,591</b>	<b>4,503</b>

#### Accounting policy

##### Leave

The liability for employee benefits includes provision for annual leave, personal leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the TSRA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

##### Superannuation

The TSRA's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The TSRA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

### 3.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. The entity has determined the key management personnel to be the Board Members including the Chairperson and the Chief Executive Officer. Key management personnel remuneration is reported in the table below:

	<b>2019</b>	2018
	<b>\$'000</b>	\$'000
Short-term employee benefits	<b>918</b>	785
Post-employment benefits	<b>79</b>	88
Other long-term employee benefits	<b>73</b>	78
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>1,070</b>	951

The total number of key management personnel that are included in the above table are 23 (2018: 22)

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

### 3.3 Related Party Disclosures

#### Related party relationships

The TSRA is an Australian Government controlled entity. Related parties to this entity are Key Management Personnel including the Portfolio Minister, Chairperson, Chief Executive Officer and Directors, and other Australian Government entities.

#### Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note. There are no related party transactions with the Portfolio Minister, the Chief Executive Officer or their close family members. The following transactions with Director related parties occurred during the financial year:

#### Loans to Related Parties

Loans were made to the following directors and director-related entities. They were approved under normal terms and conditions applying to the TSRA's loan schemes. The directors involved took no part in the relevant decisions of the board.

The table below outlines the loan holder/s and the TSRA director with whom a related party connection exists.

Loan Holder: Seisia Community Torres Strait Islander Corporation  
 - Joseph Elu - TSRA Board Member - Seisia Community Torres Strait Islander Corporation Chairperson  
 Loan Holder: Alice Loban  
 - Yen Loban - TSRA Board Member - Close family member of Alice Loban  
 Loan Holder: Loban Marine  
 - Yen Loban - TSRA Board Member - Loban Marine Owner

	2019	2018
	\$	\$
<b>Loans to Related Parties</b>		
Loans to directors and close family members outstanding as at year-end	39,291	45,224
Loan repayments by directors and close family members during the year	9,350	10,131
Loans to director-related entities outstanding as at year-end	140,442	147,041
Loans to director-related entities during the year	47,000	25,000
Loan repayments by director-related entities during the year	54,764	34,199
Interest revenue included in net cost of services from loans to directors/director-related entities	12,937	15,179

#### Grants to Related Parties

Grants were made to the following Director-related entities. They were approved under normal terms and conditions applying to the TSRA's grant programs. The Directors involved took no part in the grant application approval processes.

		2019	2018
TSRA Director's Name and Relationship with Grantee	Grantee	\$	\$
J Elu - Councillor for Seisia	Northern Peninsula Area Regional Council	23,600	300,000
J Abednego - Councillor, Y Loban - Deputy Mayor	Torres Shire Council	1,556,185	1,430,000
G Lui, D Bosun - Councillors	Torres Strait Island Regional Council	203,412	530,900
D Bosun - Director	Ngalmun Lagau Minalal (TSI) Corporation	75,000	-
J Abednego - President	TRAWQ Indigenous Corporation	79,373	14,800
C Repu - Chairperson	Goemulgaw (TSI) Corporation	-	10,840
F Fauid - Director, J Gela - Director	Torres Strait Islander Media Association	530,000	1,342,626
H Baira- Vice Chairperson	Mura Badulagal (TSI) Corporation	240,000	1,350,880
J Gela - Chairperson	Erubam Le PBC	17,500	-
F Fauid - Chairperson	Porumalgal (TSI) Corporation RNTBC	61,000	-

#### Other Transactions with Related Parties

Grant receipts were received from the following Australian Government Entities by the TSRA during 2018-19.

		2018	2018
Government Entity	Purpose of Grant	\$	\$
Department of the Prime Minister and Cabinet	Torres Strait Indigenous Ranger Program	8,992,446	8,868,290
Department of the Prime Minister and Cabinet	Indigenous Protected Areas	213,143	210,200
Department of the Prime Minister and Cabinet	Torres Strait Fisheries Investment Project	-	3,750,000
Department of the Prime Minister and Cabinet	Ranger Capacity Building	551,000	585,000
Department of Agriculture and Water Resources	Torres Strait Frontline Biosecurity Resilience	-	1,730,000
Department of the Environment and Energy	National Landcare Program	600,000	657,280
Attorney-General's Department	Indigenous Language Centre	-	400,000
Department of Communications and the Arts	Evolution: Torres Strait Masks	158,457	-

## Managing Uncertainties

This section analyses how the TSRA manages financial risks within its operating environment.

### 4.1 Contingent Assets and Liabilities

	Bank Guarantees		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Contingent liabilities</b>				
Balance from previous period	116	116	116	116
<b>Total contingent liabilities</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>

#### Quantifiable Contingencies

The above table contains \$116,000 of contingent liabilities disclosed in respect to a bank guarantee in favour of the Torres Shire Council (2018: \$116,000)

The table contains no contingent assets. (2018: \$0).

#### Unquantifiable Contingencies

At 30 June 2019, the TSRA had no unquantifiable contingencies. (2018: \$0)

#### **Accounting Policy**

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

## 4.2 Financial Instruments

	2019 \$'000	2018 \$'000
<b>4.2A: Categories of financial instruments</b>		
<b>Financial Assets under AASB 139</b>		
<b>Held-to-maturity investments</b>		
Term deposits		34,774
<b>Total held-to-maturity investments</b>		<b>34,774</b>
<b>Loans and receivables</b>		
Cash and cash equivalents		2,391
Trade and other receivables		374
Loan receivables		3,077
<b>Total loans and receivables</b>		<b>5,842</b>
<b>Financial Assets under AASB 9</b>		
<b>Financial assets at amortised cost</b>		
Term deposits	29,978	
Cash and cash equivalents	2,976	
Trade and other receivables	136	
Loan receivables	3,399	
<b>Total financial assets at amortised cost</b>	<b>36,489</b>	
<b>Total financial assets</b>	<b>36,489</b>	40,616
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	2,495	1,407
Grant liabilities	147	741
<b>Total financial liabilities measured at amortised cost</b>	<b>2,642</b>	<b>2,148</b>
<b>Total financial liabilities</b>	<b>2,642</b>	<b>2,148</b>

### Classification of financial assets on the date of initial application of AASB 9.

Financial assets class	Note	AASB 139 original classification	AASB 9 new classification	AASB 139 carrying amount at 1 July 2018 \$'000	AASB 9 carrying amount at 1 July 2018 \$'000
Term deposits	2.1C	Held-to-maturity	Amortised Cost	34,774	34,774
Cash and cash equivalents	2.1A	Loans and receivables	Amortised Cost	2,391	2,391
Trade and other receivables	2.1B	Loans and receivables	Amortised Cost	374	374
Loan receivables	2.1B	Loans and receivables	Amortised Cost	3,077	3,077
<b>Total financial assets</b>				<b>40,616</b>	<b>40,616</b>

**Reconciliation of carrying amounts of financial assets on the date of initial application of AASB 9.**

	AASB 139 carrying amount at 30 June 2018	Reclassifica- tion	Remeasure- ment	AASB 9 carrying amount at 1 July 2018
	\$'000	\$'000	\$'000	\$'000
<b>Financial assets at amortised cost</b>				
Held to maturity				
Term deposits	34,774	-	-	34,774
Loans and receivables				
Cash and cash equivalents	2,391	-	-	2,391
Trade and other receivables	374	-	-	374
Loan receivables	3,077	-	-	3,077
<b>Total amortised cost</b>	<b>40,616</b>	-	-	<b>40,616</b>

1. The change in carrying amount based on measurement under AASB 139 is \$Nil. The change in measurement on transition to AASB 9 is \$Nil.

**Accounting Policy****Financial assets**

With the implementation of AASB 9 *Financial Instruments* for the first time in 2019, the entity classifies its financial assets in the following categories:

- (a) financial assets at fair value through profit or loss;
- (b) financial assets at fair value through other comprehensive income; and
- (c) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Comparatives have not been restated on initial application.

**Financial Assets at Amortised Cost**

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

**Effective Interest Method**

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

**Impairment of Financial Assets**

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

**Financial liabilities**

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

**Financial Liabilities at Fair Value Through Profit or Loss**

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

**Financial Liabilities at Amortised Cost**

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).



	2019	2018
	\$'000	\$'000
<b>4.2B: Net gains or losses on financial assets</b>		
<b>Financial assets at amortised cost</b>		
Interest revenue - Term deposits	917	612
Interest revenue - Loans	209	205
Reversal of impairment losses	36	-
Reversal of losses from remeasuring loan	78	18
Write down of loans to net present value	(79)	(29)
Loans and receivables provided for as impaired	(150)	(60)
<b>Net gains/(losses) on financial assets at amortised cost</b>	<b>1,011</b>	<b>746</b>
<b>Net gains on financial assets</b>	<b>1,011</b>	<b>746</b>

**4.2C: Net gains or losses on financial liabilities**

There are no gains or losses on financial liabilities for the year ended 30 June 2019 (2018: \$Nil)

### 4.3 Fair Value Measurement

#### Accounting Policy

The fair value of land has been taken to be the market value of similar properties as determined by an independent valuer. The fair value of buildings has been taken to be the depreciated current replacement cost. In some instances, the TSRA's buildings are purpose-built and may in fact realise more or less in the market.

#### 4.3A: Fair value measurement

	Fair value measurements at the end of the reporting period	
	2019 \$'000	2018 \$'000
<b>Non-financial assets</b>		
Land	11,805	11,805
Buildings	41,418	36,097
Heritage and cultural	77	77
<b>Total non-financial assets</b>	<b>53,300</b>	<b>47,979</b>

The remaining assets and liabilities reported by the TSRA are not measured at fair value in the Statement of Financial Position.

## Other Information

### 5.1 Aggregate Assets and Liabilities

#### 5.1A: Aggregate Assets and Liabilities

	2019	2018
	\$'000	\$'000
<b>Assets expected to be recovered in:</b>		
No more than 12 months	35,347	38,550
More than 12 months	57,257	51,837
<b>Total assets</b>	<b>92,604</b>	<b>90,387</b>
<b>Liabilities expected to be settled in:</b>		
No more than 12 months	4,776	4,228
More than 12 months	2,604	2,559
<b>Total liabilities</b>	<b>7,380</b>	<b>6,787</b>

## 5.2 Assets held in trust

### 5.2A: Assets held in trust

#### Monetary assets

##### Torres Strait Major Infrastructure and Other Projects Trust Fund

On 17 October 1998, the Queensland State Government and the TSRA entered into a Major Infrastructure Program (MIP) Funding Agreement under which \$15 million for major infrastructure projects was provided by the State over three years with matching funds from the Commonwealth. The co-funding arrangement between the State and TSRA has continued over the years as set out in a Memorandum of Understanding (MOU) between TSRA and the State. On 14 April 2014, a variation to the MOU was signed to expand the trust fund to include not only MIP projects, but also the Seawalls project and Other Projects. A further variation was executed on 22 May 2017 to reflect changes to the scope of and budget for the Seawalls Project and the introduction of the Major Infrastructure Programme Stage 6.

The recipients/ beneficiaries of infrastructure projects developed under the Torres Strait Major Infrastructure and Other Projects Trust Fund are the Torres Strait Island Regional Council (TSIRC), Torres Shire Council (TSC) and the Northern Peninsular Area Regional Council (NPARC).

TSRA's role in the Torres Strait Major Infrastructure and Other Projects Trust Fund is set out in the Memorandum of Understanding between the State and TSRA. TSRA has a fiduciary duty in respect of the Torres Strait Major Infrastructure and Other Projects Trust Fund funds and in the development of Torres Strait Major Infrastructure and Other Projects Trust Fund projects but not as the owner of any assets under construction or on completion. This is evidenced by the fact that no future economic benefit or returns will flow to TSRA as a result of its involvement with the Torres Strait Major Infrastructure and Other Projects Trust Fund. For financial statement preparation purposes, TSRA does not consolidate the Torres Strait Major Infrastructure and Other Projects Trust Fund funds into its financial statements as TSRA is of the opinion that it does not have control of the Fund.

	2019	2018
	\$'000	\$'000

#### Torres Strait Major Infrastructure and Other Projects Trust Fund

##### Monetary assets

<b>As at 1 July</b>	<b>48,165</b>	<b>46,242</b>
Receipts	13,496	7,515
Payments	(14,307)	(5,592)
<b>Total as at 30 June</b>	<b>47,354</b>	<b>48,165</b>

##### Finfish Trust Account

Torres Strait Islanders own 100 per cent of the Finfish fishery. Finfish quota that is not used by Traditional Inhabitant fishers is leased to Non-Traditional fishers. Leasing revenue is held in trust by the TSRA and disbursed to the beneficiaries for the benefit of the fishery. For example, capacity building activities to increase the number of Torres Strait Islanders fishing in an economical and environmentally sustainable way in the fishery.

#### Finfish Trust Account

##### Monetary assets

<b>As at 1 July</b>	<b>1,704</b>	<b>1,477</b>
Receipts	161	227
<b>Total as at 30 June</b>	<b>1,865</b>	<b>1,704</b>

##### Tropical Rock Lobster Trust Account

Torres Strait Islanders own 66.17 per cent of the Tropical Rock Lobster (TRL) fishery through licencing conditions imposed for the 2019 season. There are no plans to lease any of this quota for the next 2 years following a TSRA Board decision. The implementation of the TRL Management Plan is scheduled for 1 December 2019.

#### Tropical Rock Lobster Trust Account

##### Monetary assets

<b>As at 1 July</b>	-	-
Receipts	64	-
<b>Total as at 30 June</b>	<b>64</b>	-

### 5.3 Budget Variances Commentary

The below table provides commentary for significant variances between the TSRA's original budget estimates, as published in the 2018-19 Portfolio Budget Statements, and the actual expenditure and net asset position for the year.

Explanation of major budget variances	Affected line items (and Statement)
<p>The budgeted Other Government contributions revenue and suppliers and grants expenses include revenue and expenditure on funding agreements that had been executed at the time the budget was prepared. During the financial year, after the budget was prepared, additional funding of \$1.2m was received and \$2.1m of grant funding recovered. The TSRA also spent an additional \$2.5m on the Fisheries Infrastructure project that was not budgeted for. Additional suppliers expenditure of \$1.041m was tied in to increased funding received. As the TSRA is the leading Commonwealth representative body for Torres Strait Islander and Aboriginal people living in the Torres Strait, the TSRA is often approached by other government agencies to deliver programmes on an adhoc basis throughout the year. In recent years it has become common practice for the TSRA to enter into additional funding agreements with other agencies after the date that the budget is formally finalised.</p>	<p>Other Government contributions Suppliers and Grants (Statement of Comprehensive Income)</p>
<p>The budget reflects the depreciation funding received as part of the annual budget and is substantially less than the actual depreciation expense.</p>	<p>Depreciation (Statement of Comprehensive Income)</p>
<p>The annual stocktake and revaluation of assets, including impairments of property, has caused an increase in the asset revaluation reserve of \$2.61m that was not budgeted for.</p>	<p>Changes in asset revaluation surplus (Statement of Comprehensive Income - Other Comprehensive Income)</p>
<p>The variances of \$1.76m in cash, \$8.81m in investments, \$3.545m in non-financial assets are due to timing differences for payments across financial years mainly due to major capital works projects and the receipt of additional funding.</p>	<p>Cash and cash equivalents, Other investments, Non-Financial assets (Statement of Financial Position)</p>





# Section Six

## Appendices

# Appendix 1: Human Resources

TABLE A1-1: ALL ONGOING EMPLOYEES CURRENT REPORT PERIOD (2018-2019)

LOCATION	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	
Qld	15	-	<b>15</b>	36	-	<b>36</b>	-	-	-	<b>51</b>
<b>Total</b>	<b>15</b>	<b>-</b>	<b>15</b>	<b>36</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51</b>

TABLE A1-2: ALL NON-ONGOING EMPLOYEES CURRENT REPORT PERIOD (2018-2019)

LOCATION	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	
Qld	59	2	<b>61</b>	51	3	<b>54</b>	-	-	-	<b>115</b>
<b>Total</b>	<b>59</b>	<b>2</b>	<b>61</b>	<b>51</b>	<b>3</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>115</b>



TABLE A1-3: ALL ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2017-2018)

LOCATION	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	
Qld	15	-	<b>15</b>	37	2	<b>39</b>	-	-	-	<b>54</b>
<b>Total</b>	<b>15</b>	<b>-</b>	<b>15</b>	<b>37</b>	<b>2</b>	<b>39</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>54</b>

TABLE A1-4: ALL NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2017-2018)

LOCATION	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL	
Qld	65	1	<b>66</b>	39	3	<b>42</b>	-	-	-	<b>108</b>
<b>Total</b>	<b>65</b>	<b>1</b>	<b>66</b>	<b>39</b>	<b>3</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108</b>

TABLE A1-5: INFORMATION ABOUT REMUNERATION FOR KEY MANAGEMENT PERSONNEL, 2018-2019

		SHORT-TERM BENEFITS (\$)		
NAME	POSITION TITLE	BASE SALARY	BONUSES	OTHER BENEFITS AND ALLOWANCES
Mr Napau Pedro Stephen AM	Chairperson and Member for Port Kennedy	279,965	-	-
Mr Jerry D Stephen Jr	Deputy Chairperson and Member for Ugar	54,088	-	-
Mr Eric Peter	Alternate Deputy Chairperson and Member for Boigu	19,235	-	-
Mr Horace Baira	Member for Badu	27,201	-	-
Mrs Patricia Yusia	Member for Bamaga	13,423	-	-
Mr Joel Gaidan	Member for Dauan	12,864	-	-
Mr Jimmy Gela	Member for Erub	11,980	-	-
Mr Seriako Dorante	Member for Hammond	7,660	-	-
Mr Getano Lui Jr AM	Member for Iama	12,079	-	-
Mr David Bosun	Member for Kubin	10,802	-	-
Mr Cygnet Repu	Member for Mabuyag	24,157	-	-
Ms Hilda Mosby	Member for Masig	23,175	-	-
Mr Aven S Noah	Member for Mer	18,265	-	-
Mr Yen Loban	Member for Ngurapai and Muralag	18,363	-	-
Mr Frank Faid	Member for Poruma	11,784	-	-
Ms Chelsea Aniba	Member for Saibai	22,095	-	-
Mr Joseph Elu AO	Member for Seisia	23,273	-	-
Mr John Paiwan	Member for St Pauls	16,007	-	-
Mr John Abednego	Member for TRAWQ	11,882	-	-
Mr Willie Lui	Member for Warraber	10,507	-	-
Mr Charlie Kaddy	Acting Chief Executive Officer	163,170	-	35,473
Ms Mary Bani	Acting Chief Executive Officer	102,882	-	33,004

TABLE A1-6: INFORMATION ABOUT REMUNERATION FOR SENIOR EXECUTIVES, 2018-2019

		SHORT-TERM BENEFITS (\$)		
TOTAL REMUNERATION BANDS (\$)	NUMBER OF SENIOR EXECUTIVES	AVERAGE BASE SALARY	AVERAGE BONUSES	AVERAGE OTHER BENEFITS AND ALLOWANCES
220,001-245,000	2	150,976	-	24,883

POST-EMPLOYMENT BENEFITS (\$)		OTHER LONG-TERM BENEFITS (\$)		TERMINATION BENEFITS (\$)	TOTAL REMUNERATION (\$)
	SUPERANNUATION CONTRIBUTIONS	LONG SERVICE LEAVE	OTHER LONG-TERM BENEFITS		
	20,531	7,681	-	-	<b>308,178</b>
	5,138	-	-	-	<b>59,226</b>
	1,827	-	-	-	<b>21,063</b>
	2,584	-	-	-	<b>29,786</b>
	1,275	-	-	-	<b>14,699</b>
	1,222	-	-	-	<b>14,086</b>
	1,138	-	-	-	<b>13,119</b>
	728	-	-	-	<b>8,387</b>
	1,147	-	-	-	<b>13,226</b>
	1,026	-	-	-	<b>11,828</b>
	2,295	-	-	-	<b>26,452</b>
	2,202	-	-	-	<b>25,377</b>
	1,735	-	-	-	<b>20,000</b>
	1,745	-	-	-	<b>20,108</b>
	1,119	-	-	-	<b>12,903</b>
	2,099	-	-	-	<b>24,194</b>
	2,211	-	-	-	<b>25,484</b>
	1,521	-	-	-	<b>17,527</b>
	1,274	-	-	-	<b>13,156</b>
	998	-	-	-	<b>11,506</b>
	13,798	6,739	-	-	<b>219,180</b>
	10,951	13,653	-	-	<b>160,490</b>

POST-EMPLOYMENT BENEFITS (\$)		OTHER LONG-TERM BENEFITS (\$)		TERMINATION BENEFITS (\$)	TOTAL REMUNERATION (\$)
	AVERAGE SUPERANNUATION CONTRIBUTIONS	AVERAGE LONG SERVICE LEAVE	AVERAGE OTHER LONG-TERM BENEFITS	AVERAGE TERMINATION BENEFITS	AVERAGE TOTAL REMUNERATION
	36,213	13,886	-	-	<b>225,958</b>

## Appendix 2: Grants

TABLE A2-1: DETAILS OF GRANTS, 2018-2019

GRANT RECIPIENT	RECIPIENT CATEGORY	ACTIVITY	AMOUNT (\$)
Aboriginal and Torres Strait Islander Legal Service (Qld)	D	Legal services	1,830,000
Active Badu Community	D	Fitness programmes	24,611
Alick Tipoti	D	Monaco Oceanographic Museum event	8,000
Australian Fisheries Management Authority	A	Bêche-de-mer and non-commercial finfish survey	329,239
Badhulagal Kuthinaw Mudh TSI Corporation	D	Capacity building	25,000
Badhulagal Kuthinaw Mudh TSI Corporation	D	Operations funding	50,000
Cairns Indigenous Art Fair	D	Support for dance team	10,000
Dauanalgalw (TSI) Corporation	D	Prescribed Body Corporate support funding	72,163
Department of Transport and Main Roads	B	Transport Infrastructure Development Scheme	350,000
Edwin Turner	D	Website development	8,000
Enterprise Management Group	D	Employment and training projects	197,895
Erub Ewer Meta (TSI) Corporation	D	Caught in the net	25,000
Erub Ewer Meta (TSI) Corporation	D	Art centre support	50,000
Erub Ewer Meta (TSI) Corporation	D	Capacity building	25,000
Erubam Le Prescribed Body Corporate	D	Prescribed Body Corporate support funding	17,500
Far North Queensland Promotion Bureau Limited	E	Tourism coordinator travel costs	45,454
Fisheries Infrastructure	D	Engineering works	29,149
James Mills	E	Business Growth Package	173,636
Kailag Enterprises	D	Masig Thugul Markarr Sagul	25,000
Kaurareg Native Title Aboriginal Corporation	D	Prescribed Body Corporate support funding	11,869
Major Infrastructure and Other Projects	C	Telstra project	1,400,000

GRANT RECIPIENT	RECIPIENT CATEGORY	ACTIVITY	AMOUNT (\$)
Many Rivers Microfinance Ltd	D	Many Rivers Microenterprise Development and Community Economic Development support	300,000
Masigalgal (TSI) Corporation	D	Prescribed Body Corporate support funding	51,370
Mer Gedkem Le (TSI) Corporation RNTBC	D	Prescribed Body Corporate support funding	222,727
Mura Badulgal (TSI) Corporation RNTBC	D	Prescribed Body Corporate support funding	240,000
Mura Kosker Sorority	D	Torres Strait Dance Strategy	40,000
Ngalmun Lagau Minaral (TSI) Corporation	D	Art centre operational funding	50,000
Ngalmun Lagau Minaral (TSI) Corporation	D	Art centre capacity building	25,000
Northern Peninsula Area Regional Council	C	NPA Arts Ready	23,600
Northern Peninsula Area Regional Council	C	Waste feasibility study	32,890
Patrick Bonner	D	Fisheries Business Growth Package	33,384
PDR Engineering	E	Mer Guest House refurbishment	200,000
PDR Engineering	E	Social ventures project	2,750,000
PDR Engineering	E	Fisheries infrastructure	2,350,000
Port Kennedy Association	D	After-school care	190,000
Porumalgal (TSI) Corporation RNTBC	D	Prescribed Body Corporate support funding	2,000
Porumalgal (TSI) Corporation RNTBC	D	Cultural celebration	15,000
Porumalgal (TSI) Corporation RNTBC	D	Protection and management of the Porumalgal Nation	44,000
Seisia Community	D	Seisia Community 70th Anniversary Celebration	12,500
Tagai State College	B	Kayin Badhulgaw Culture and Language Revitalisation	8,000
Tagai State College	B	Growing Our Own Tagai Transitions Maritime project	1,040,909
Tagai State College	B	Torres Strait Traditional Languages Centre	235,000
Torres Shire Council	C	Winds of Zenadth Cultural Festival	70,000
Torres Shire Council	C	Ken Brown Oval paving project	27,273
Torres Shire Council	C	Concrete road on Prince of Wales Island	541,000
Torres Shire Council	C	Prince of Wales safe landing jetty	150,000

GRANT RECIPIENT	RECIPIENT CATEGORY	ACTIVITY	AMOUNT (\$)
Torres Shire Council	C	Thursday Island Cycleway	767,912
Torres Strait Aged Care Association	D	Funding for consultancy	30,000
Torres Strait Island Regional Council	C	Minor infrastructure	203,411
Torres Strait Islander Media Association	D	Media festival	75,000
Torres Strait Islander Media Association	D	Operations funding	455,000
Torres Strait Major Infrastructure and Other Projects Trust	C	Minor infrastructure grants (Northern Peninsula Area Regional Council)	386,000
TRAWQ Indigenous Corporation	D	Youth activities	18,873
TRAWQ Indigenous Corporation	D	Project officer position	60,500
UMI Arts Ltd	D	Torres Strait arts development programme	28,843
University of Sydney	D	Contribution towards Haddon Collection publication	6,000
<b>Total</b>			<b>15,393,708</b>

#### Recipient Categories

- A Australian Government Entities (related entities)
- B State and Territory Governments
- C Local Governments
- D Private Sector Non-profit Organisations
- E Private Sector For-profit Organisations

## Appendix 3: Consultants

TABLE A3-1: DETAILS OF CONSULTANTS, 2018-2019

NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
ACIL Allen Consulting	84,900	Review of legal services in the Torres Strait	Select tender	C
Acuro Business Support	31,903	Business Support Panel	Open tender	B
Arafura Consulting	3,875	Native Title anthropology	Direct sourcing	B
Bani Consultancy	24,000	Review of dugong and turtle plan	Direct sourcing	C
BMT WBM Pty Ltd	1,000	Torres Strait Climate Change Health Risk Assessment	Direct sourcing	B
Business Information Services (NSW) Pty Ltd	310,560	Implementation of travel and expense management systems	Direct sourcing	B
Business Mapping Solutions	31,244	Business Support Panel	Open tender	B
Centre for Appropriate Technology	63,375	Torres Strait Working on Country plans	Direct sourcing	B
Charterpoint	49,533	Independent Chair of the Audit Committee	Open tender	B
Complete Business Solutions	10,558	Business Support Panel	Select tender	B
David Fell Environmental	144,700	Biodiversity and traditional ecological knowledge activities	Direct sourcing	B
Debe Mekik Le Consultancy	6,600	Fisheries infrastructure audit	Open tender	B
Deltapearl Partners	72,946	Fisheries business support	Direct sourcing	C
Deltapoint	35,555	Human resources and recruitment support	Open tender	B
DFK Kidsons	22,420	Business Support Panel	Open tender	B
DFK Kidsons	6,563	Grant Controller	Select tender	B
Di Chambers	20,791	Programme technical support	Direct sourcing	B
Enmark Pty Ltd	43,137	Business Support Panel	Open tender	B

NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Environmental Systems Solutions	110,400	Development of an information management and monitoring, evaluation, reporting and improvement system	Direct sourcing	B
Environmental Systems Solutions	81,200	Maintaining a traditional ecological system for the Torres Strait	Direct sourcing	B
Fortis One Business Support	23,373	Business Support Panel	Open tender	B
Gibsons Consulting	53,830	Business Support Panel	Open tender	B
Go Pro	5,836	Preparation of a snorkelling policy and procedure	Select tender	B
HK Gilbert-Ball	4,350	Preparation of a cane toad plan	Select tender	B
Indigenous Business Builders	78,305	Business Support Panel	Select tender	B
International Centre for Compliance Management	3,747	Development of compliance programme documents	Direct sourcing	B
International Centre for Compliance Management	30,000	Development of compliance programme documents	Direct sourcing	B
International Centre for Compliance Management	46,500	Compliance Framework	Direct sourcing	B
James Cook University	145,809	TropWATER seagrass monitoring	Direct sourcing	B
James Cook University	57,224	TropWATER evaluation of aquatic habitats	Direct sourcing	B
Kate Caldecott and Associates	40,000	Smarty Grants Phase 4	Direct sourcing	A
KPMG	27,831	Fisheries Workplan and Business Model	Direct sourcing	B
Mangoes Map	16,280	Geographic Information Systems Backfill	Direct sourcing	B
Melanie Duffer-Hyams	39,610	Update of Indigenous Protected Area Plan	Direct sourcing	B
MLCS Corporate	24,129	Business Support Panel	Open tender	B
Monash University	16,800	Cultural Site Survey	Direct sourcing	B
One Blood Hidden Image Entertainment Group	54,066	Production of TSRA videos	Direct sourcing	B
PDR Engineers	14,339	Business Support Services – Pearl Seafoods	Direct sourcing	B
Pest Animal Control Training	33,651	Fencing instruction and pest animal and chemical training	Direct sourcing	B



NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Phillip Mills	123,420	Secretariat services for developing the regional governance framework	Direct sourcing	B
Pilot Partners	202,292	Internal audit services	Open tender	B
Rawtec Pty Ltd	11,778	Delivery of a regional waste workshop	Direct sourcing	B
Rod Griffith	37,959	Resilient Communities Pilot Initiative	Direct sourcing	B
Samuel Taylor	227,866	Information and communications technology support and integration	Direct sourcing	B
SC Lennon and Associates	24,828	Regional Economic Investment Strategy review	Direct sourcing	B
Social Ventures Australia Ltd	41,778	Social Enterprise Package	Direct sourcing	B
Tagai Management Consultants	16,200	Fisheries Summit 2018	Direct sourcing	B
Tagai Management Consultants	77,990	Torres Strait Cultural Strategy Project	Select tender	B
Tagai Management Consultants	19,645	Policy Analysis Workshop	Direct sourcing	B
Tagai State College	100,000	Environmental Education Coordination	Direct sourcing	B
Terra Moana Design Pty Ltd	34,631	Fisheries Community Management Framework	Direct sourcing	C
TerraForm	17,734	Land and Sea Investment Prospectus	Direct sourcing	B
Terri Janke	17,910	Business Support Panel	Open tender	B
Yellow House	27,600	PRINCE2 training	Direct sourcing	B
Zakazukha Marketing Communications	87,180	Media support services	Open tender	B
<b>Total</b>	<b>2,939,751</b>			
Note: All consultants engaged under section 144T of the <i>Aboriginal and Torres Strait Islander Act 2005</i> (Cth) were engaged using the standard terms and conditions for the engagement of consultants by the TSRA as set out in the instrument referred to in section 144T(3) of the Act.				

## Justification Code

- A Skills currently unavailable within the TSRA
- B Need for specialised or professional skills
- C Need for independent research or assessment





# Section Seven

## Aids to Access

## Lists of Requirements

This Annual Report is prepared in accordance with section 144ZB of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) and all other sections; section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth); and section 17BE of the Public Governance, Performance and Accountability Rule 2014 (Cth).

As a corporate Commonwealth entity, the TSRA is also required to prepare an annual report in accordance with the requirements of other legislation, namely the *Commonwealth Electoral Act 1918* (Cth), the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) and the *Work Health and Safety Act 2011* (Cth).

The tables below detail the reporting requirements and provide the locations of the relevant information within this Annual Report.

Any enquiries relating to the TSRA's compliance with reporting requirements can be directed to the TSRA by phone on (07) 4069 0700 or (toll free) 1800 079 093, or by email to [info@tsra.gov.au](mailto:info@tsra.gov.au).

### REPORTING REQUIREMENTS OF THE PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY RULE 2014 (CTH)

PGPA RULE REFERENCE	PART OF REPORT (PAGE)	DESCRIPTION	REQUIREMENT
<b>17BE</b>	<b>CONTENTS OF ANNUAL REPORT</b>		
17BE(a)	65	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	65-66	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	9	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	66	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	66-67	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	None to report	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	None to report	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	9-15	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	None to report	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory

PGPA RULE REFERENCE	PART OF REPORT (PAGE)	DESCRIPTION	REQUIREMENT
17BE(j)	73-81	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	87	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	126-127	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	88, 92	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	72-86, 89-92	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	91-92, 115	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	None to report	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	91	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	91	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	Not applicable	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	91	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(ta)	92, 128-129	Information about executive remuneration	Mandatory

## REPORTING REQUIREMENTS OF THE **ABORIGINAL AND TORRES STRAIT ISLANDER ACT 2005** (CTH)

ATSI ACT REFERENCE	PAGE OF REPORT	DESCRIPTION
144ZB(2)(a)	66-67	Details of any directions given by the Minister under section 142E
144ZB(2)(b)	133-135	Details of any consultants engaged under section 144T
144ZB(3)	130-132	If a grant was made by the TSRA during a financial year to an individual or body: (a) the name of the individual or body (b) the amount and purpose of the grant
144ZB(4)	93	The TSRA must not disclose in any annual report any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal persons
144ZB(5)	135	If an annual report gives details of a consultant engaged under section 144T, details of any significant differences between the terms and conditions on which that consultant was engaged and the standard terms and conditions for the engagement of consultants by the TSRA as set out in the instrument referred to in subsection 144T(3)

## REPORTING REQUIREMENTS OF OTHER LEGISLATION

LEGISLATIVE REFERENCE	PAGE OF REPORT	DESCRIPTION
<i>Commonwealth Electoral Act 1918</i> (Cth), section 311A	93	Details of advertising and market research, including advertising campaigns
<i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth), section 516A	88	Details of ecologically sustainable development and environmental performance
<i>Work Health and Safety Act 2011</i> (Cth), Schedule 2, Part 4	92-93	Details of work health and safety initiatives and outcomes

## List of Abbreviations

ABBREVIATION	MEANING
ABS	Australian Bureau of Statistics
Ailan Kastom	island custom
AMSA	Australian Maritime Safety Authority
APS	Australian Public Service
CDP	Community Development Programme
COAG	Council of Australian Governments
CSIRO	Commonwealth Scientific and Industrial Research Organisation
FQMC	Finfish Quota Management Committee
FROF Steering Committee	Fisheries Regional Ownership Framework Steering Committee
Gab Titui	Gab Titui Cultural Centre, Thursday Island
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
ISD	Integrated Service Delivery
MIP 6	Major Infrastructure Programme Stage 6
MOU	memorandum of understanding
NPARC	Northern Peninsula Area Regional Council
NTRB	Native Title Representative Body
ORIC	Office of the Registrar of Indigenous Corporations
PBCs	Prescribed Bodies Corporate
PSC	Programme Steering Committee
PZJA	Protected Zone Joint Authority
RNTBCs	Registered Native Title Bodies Corporate
TEK	traditional ecological knowledge
TSC	Torres Shire Council
TSIRC	Torres Strait Island Regional Council
TSRA	Torres Strait Regional Authority
TSYRSA	Torres Strait Youth and Recreational Sporting Association
TTNQ	Tourism Tropical North Queensland

# Index

## A

abbreviations, 141

*Aboriginal and Torres Strait Islander Act 2005* (Cth), 66, 67, 73, 82

- advisory committees under, 83, 84, 85
- disclosure of sacred matters, 93
- functions and powers under, 65-66
- requirements under, 65, 80, 93, 140

*Aboriginal and Torres Strait Islander Commission Act 1989* (Cth), 65

*Aboriginal and Torres Strait Islander Land Holding Act 2013* (Qld), xiii

Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd, 54, 55

*Aborigines and Torres Strait Islanders (Land Holding) Act 1985* (Qld), 34

accidents and injuries, staff, 93

accountability, 90-92

accountable authority, Board as, 9, 73

advertising and market research, 93

affordable housing project, Horn Island, 51

age, of Torres Strait region population, 62

Ailan Kastom, 4, 14, 30, 60, 66

analysis of performance against key performance indicators, 9-15

annual performance statements, 9-15

appropriation programme expenditure, 8, 17, 24, 29, 33, 37, 44, 49, 53; *see also* financial statements

aquaponics system, trial of, ix, 41

art centres, regional, support for, x, 12, 30

artists, support for, x, 4, 12, 30-31; *see also* Gab Titui Indigenous Art Award

Arts and Creative Industries Business Growth Package, 9, 18, 22

Arts Queensland, partnership with, 30

asset management, 88-89

Assistance with Tertiary Education Scheme, 45

*Associations Incorporation Act 1981* (Qld), 55

Attorney-General's Department, 55

Audit Committee, 45, 83-84, 91

Auditor-General, 91; *see also* Australian National Audit Office, independent audit report

Aukane Islet, turtle nest monitoring, 39

Australian Bureau of Agricultural and Resource Economics and Sciences, 10

Australian Bureau of Statistics, 60, 61

Australian Electoral Commission, 73, 84, 85

Australian Fisheries Management Authority, 2, 28, 41

Australian Government, funding for Major Infrastructure Programme, 15, 50, 52

Australian Government Public Service Modernisation Fund, 89

Australian Information Commissioner, 91

Australian Institute of Aboriginal and Torres Strait Islander Studies, 4

Australian Marine Turtle Symposium, 4th, 39

Australian Maritime Safety Authority, 18, 28

Australian National Audit Office, independent audit report, 96-97

Australian Rural Leadership Foundation, 4, 46, 47

Australian Rural Leadership Program, 45

## B

Badhulgaw Kuthinaw Mudh art centre, 12; *see also* regional art centres, support for

Badu Island, ix, xi, 2, 15, 30, 50

- Katter leases, 34

Bamaga, 38, 50

bêche-de-mer fisheries

- catch statistics, 11
- traditional ownership of, 11, 25

biodiversity planning and management, 39, 88; *see also* Environmental Management Programme

biosecurity, regional, x, 13-14, 38

Biosecurity Action Plans, 14

Board

- as accountable authority, 9, 73
- functions, 73
- meetings and attendance, 45, 80-81
- members, 73-79
- training and education, 3, 45, 48, 81

Board Charter, 81

Board Code of Conduct, 81

Board Induction Programme, 81



Board Strategic Policy Workshop, 3, 45, 48, 81  
 Boigu Island, ix, 38  
     Katter leases, 34  
     seawall project, 15, 50  
 bullying and harassment policy, 93  
 Business Funding Scheme loans, 18; *see also* business loans  
 Business Growth Packages, xi  
     applications, 9, 18, 22  
 business loans, 9-10, 18, 22  
 business support services, xi, 9-10, 18, 22  
 business training, viii, 10, 18, 22  
*Butal Inu Ngapa Buy* cultural maintenance exhibition, 30, 31

## C

Cairns Art Gallery, 31  
 Cairns Indigenous Art Fair, 4, 30, 56  
 cane toad management initiatives, 14, 38, 88  
*Capacity Building for Indigenous Rangers Strategy*, 41  
 capital works projects, 89  
 case studies  
     Building young women's skills and self-confidence, 56  
     Facilitating the Board Strategic Policy Workshop, 48  
     Hosting the 2018 Torres Strait Fisheries Summit, 28  
     Improving solid waste disposal in the Northern Peninsula Area, 52  
     Maintaining and preserving Torres Strait traditional languages, 32  
     Providing opportunities for collaboration and skills development through ranger projects, 42-43  
     Reducing unemployment through employment and training projects, 22-23  
     Supporting Registered Native Title Bodies Corporate, 36  
 catch data (fisheries), 10-12  
     mandatory reporting of, 10, 27  
 Centre for Tropical Water and Ecosystem Research, 39  
 Chairperson's message, 2-3  
 challenges and opportunities, xii-xiii  
 Charter of Representation, Performance and Accountability, 81, 91  
 Charterpoint Pty Ltd, 83, 91  
 Chief Executive Officer, acting, message from, 4-5  
 climate change adaptation and resilience, vii, 41, 88  
 Climate Reality Project, vii, 41  
 Closing the Gap, 67-68; *see also* Integrated Service Delivery  
 coastal protection measures, 15, 50  
 Code of Conduct, Board, 81  
 Comcare, 92-93  
 Comcover, 91  
 Coming of the Light monument, restoration, 43  
 Common Funding Round, 4, 46, 54  
*Commonwealth Electoral Act 1918* (Cth), reporting requirements, 138  
 Commonwealth Heritage List, 88  
 Commonwealth Procurement Rules, 93  
 community capacity building grants, 55  
 Community Development Programme, vii  
     job seeker placements under, 20-21, 22-23  
     *see also* My Pathway  
 community engagement activities, 45, 55  
 Community Enterprise Queensland, partnership with, 41  
 community gardens, food production, ix, 38, 41, 50;  
     *see also* sustainable horticulture activities  
 Community Legal Education Officer, 54  
 Community Minor Infrastructure Fund, 54; *see also* minor infrastructure project funding  
 Community Safety and Security Facility, Saibai Island, x  
 community safety grants, 54, 55  
 community safety partnerships, 54, 55  
 complaints and disputes, Native Title and ILUAs, 35  
 compliance report, 91  
 conflicts of interest, management of, 91, 92  
 consultants, 133-135  
 coral reefs, conservation and management, ix, 40  
 coral trout fishery  
     catch statistics, 11  
     licence leases, 25  
 corporate Commonwealth entity, TSRA as, 65, 66, 90  
 corporate governance and accountability, 72-93  
 corporate plan, 9, 68  
 Council of Australian Governments, Closing the Gap Building Blocks, 67-68  
 CSIRO, 28, 41  
 cultural maintenance initiatives; *see* Ailan Kastom;  
     Culture, Art and Heritage Programme  
 cultural practitioners, support for, 12, 30-31; *see also* artists, support for  
 culture, art and heritage grants, 30  
 Culture, Art and Heritage Programme  
     case study, 32  
     expenditure, 8, 29  
     performance report, 30-31  
     programme outcomes, 29  
     projects and initiatives, 12, 29  
     regional goal, 29  
 cycleway, Thursday Island, 20

## D

Damaralag, Native Title rights, 61  
 dance strategy, 30  
 Darwin Aboriginal Art Fair, 30  
 Dauan Island, 15, 34, 38, 39, 50  
 Decarbonisation of Great Barrier Reef Islands initiative, 41  
 Deed of Grant in Trust, 19, 34  
 Dentsu Mitchell Media Australia Pty Ltd, 93  
 Department of Agriculture and Water Resources, x  
 Department of the Environment and Energy, ix  
 disclosure of sacred materials, 93  
 domestic and family violence prevention measures,  
   funding for, 54, 55  
 dugong management plans, ix, 13, 39, 88  
 Dungeness Reef, seagrass monitoring, 39

## E

eastern curlew, conservation management, ix  
 ecological knowledge, sharing of, 39, 40  
 ecologically sustainable development measures,  
   TSRA, 88  
 Economic Development Programme, vii, 4  
   case study, 22-23  
   expenditure, 8, 17  
   performance report, 18-22  
   programme outcomes, 17  
   programme specific performance indicators, 21-22  
   projects and initiatives, vi, 10, 17  
   regional goal, 17  
 education statistics, Torres Strait region, 63  
 Effective Governance (training provider), 81  
 elections, TSRA Board, 81  
 employee assistance programme, 93  
 employment and training projects, vii, viii, 20-21, 22-23;  
   *see also* Community Development Programme  
 employment statistics, Torres Strait region, 62  
 enabling functions, TSRA, 88-93  
 enabling legislation, 65  
 energy conservation measures, TSRA, 88  
 enterprise agreement, 92  
*Environment Protection and Biodiversity Conservation Act*  
   1999 (Cth), 88, 138  
 Environmental Education Coordinator, 38  
 environmental education project, 38  
 environmental health infrastructure investment, 15  
 environmental impacts, measures to minimise, 88

Environmental Management Programme, ix, 29, 51  
   case study, 42-43  
   expenditure, 8, 37  
   performance report, 38-41  
   programme outcomes, 37  
   programme specific performance indicators, 41  
   projects and initiatives, ix, 37  
   regional goal, 37  
 environmental performance report, 88  
 Erub dialect, vi  
 Erub Erwer Meta art centre, 12; *see also* regional art  
   centres, support for  
 Erub Island, 26, 38, 40, 43, 89  
   regional art centre, 30  
 Erub Land and Sea Ranger House, 2  
 Erubam Le RNTBC, 43  
 Erubam Le Traditional Land and Sea Owners (Torres Strait  
   Islanders) Corporation, 89  
 ethical standards, Board, 81  
*Evolution: Torres Strait Masks* exhibition, 31  
 Executive Committee, 45, 73, 82-83  
 export of fisheries products, feasibility study, 25  
 external audit programme, 45, 91  
 external funding expenditure, 8, 24, 29, 37; *see also*  
   financial statements  
 external scrutiny, 90-91

## F

Facebook presence, 45  
 female staff, TSRA, 126-127  
 Feral Animal Strategies, 14; *see also* invasive species  
   management  
 financial performance summary, 8; *see also* financial  
   statements  
 financial statements, 96-123  
   independent audit report, 96-97  
 finfish fisheries  
   catch statistics, 11  
   licence leases, 25  
   quota management, 25, 84 (*see also* Finfish Quota  
     Management Committee)  
   traditional ownership of, 25  
 Finfish Quota Management Committee, 25, 84-85  
 fish receiver licensing system, 10, 27  
 fisheries  
   capacity development, 25, 26, 27  
   catch statistics, 10-12

impact of climate change on, 41  
 sustainable development measures, 25  
 traditional ownership of, 25, 85  
*see also* finfish fisheries; Fisheries Programme;  
 tropical rock lobster fisheries  
 Fisheries Business Growth Package, 9, 18, 22  
 fisheries cadetship, 25, 27  
 fisheries infrastructure facilities, 26  
 Fisheries Programme  
   case study, 28  
   expenditure, 8, 24  
   performance report, 25-27  
   programme outcomes, 24  
   programme specific performance indicators, 27  
   projects and initiatives, 24  
   regional goal, 24  
 Fisheries Regional Ownership Framework Steering  
   Committee, 26, 28, 85-86  
 Fisheries Research and Development Corporation, 25  
 fisheries roadmap, development of, 12, 25  
 Fisheries Status Reports, 10  
 Fly River pollution, impacts on Torres Strait, 40  
 Flying Arts, partnership with, x  
 4MW radio station building refurbishment, viii, 2, 20  
 fraud control, 91  
*Freedom of Information Act 1982 (Cth)*, 93  
 Frontier Software Pty Ltd, 92  
 full-time staff, TSRA, 126-127  
 functions, TSRA, 65-66  
 Future Acts notices, 13, 34, 35

## G

Gab Titui Cultural Centre, x, 2, 12, 30, 31, 88  
 Gab Titui Indigenous Art Award, 31  
 Gebar Island, pig eradication, 38  
 gender  
   of Torres Strait region population, 62  
   of TSRA staff, 126-127  
 geography and logistics, Torres Strait region, xii-xiii, 60  
 Governance and Leadership Programme  
   case study, 48  
   expenditure, 8, 44  
   performance report, 45-47  
   programme outcomes, 44  
   programme specific performance indicators, 46-47  
   projects and initiatives, 44  
   regional goal, 44

governance framework, 73-86  
 governance structure, 72  
 Governor-General, tour of Torres Strait region, x-xi, 2  
 grants, 30, 46, 50, 54, 55, 130-132  
 grants management system, 46  
 Green Hill Fort, 88  
 Growing Our Own Tagai Transitions Maritime project, 19, 23

## H

Hammond Island, 41, 54  
 health, of Aboriginal and Torres Strait Islander people, 64  
 Healthy Communities Programme, 38  
   case study, 52  
   expenditure, 8, 49  
   performance report, 50-51  
   programme outcomes, 49  
   programme specific performance indicators, 51  
   projects and initiatives, 49  
   regional goal, 49  
 highlights and achievements, vii-xi  
 history, of Torres Strait region, 60  
 home loans, 19  
 Home Ownership Programme, 19  
 Horn Island, 14, 41, 51; *see also* Ngarupai, Native Title  
   rights  
 Horticulture in Schools Programme, 88; *see also*  
   sustainable horticulture activities  
 housing tenure, Torres Strait region, 64  
 human resources, 92-93

## I

Iama Island, ix, 15, 39, 40, 50  
 income statistics, Torres Strait region, 63  
 indemnities and liability insurance, 91  
 Indigenous Advancement Strategy, iii, 67, 68  
 Indigenous Business Australia, 4, 18, 19  
 Indigenous Land Use Agreements, x, 13, 34, 35, 89  
 Indigenous Legal Assistance Programme, 55; *see also*  
   legal services, funding support for  
 Indigenous Protected Areas, 38, 39, 40  
 Indigenous Ranger Programme, 88; *see also* rangers, TSRA  
 induction programme, Board, 81  
 information and communications technology projects,  
   88; *see also* telecommunications infrastructure upgrade  
 Information Publication Scheme, 93  
 insurance premium, cost, 91

integrated planning framework, 68-69  
 Integrated Service Delivery, xiii, 45, 55, 68  
     community booklets, 45, 68  
 intellectual property protection, artists and cultural practitioners, 30  
 internal audit programme, 45, 91  
 international engagement, ix, 4-5  
 Into Business workshops, replacement of, 10; *see also*  
     You Sabe Business workshops  
 invasive species management, 14, 38, 88; *see also*  
     biosecurity, regional; pest animal management plans

## J

James Cook University, 25, 39  
 job seeker placements under Community Development Programme, 20-21, 22-23  
 judicial decisions and reviews, 91

## K

Kaiwalagal region dugong and turtle management plan, 13, 39  
 Kala Lagaw Ya, traditional language, vi, 32  
 Kalaw Kawaw Ya, dialect, vi  
 Katter leases, xiii, 34  
 Kaurareg people Native Title claims, 13, 61  
 Kaurareg Traditional Owners, development of dugong and turtle management plan, 39  
 Kawrareg, dialect, vi  
 Kayin Ipikazil Young Women's Program, 56  
 Ken Brown Oval extension, 20  
 key management personnel, remuneration, 92, 114, 128-129  
 key performance indicators, results against, 9-15; *see also*  
     performance indicators, programme specific  
 Kubin, Moa Island, 31  
 Kulkalgau Ya, dialect, vi

## L

*Land and Sea Management Strategy for Torres Strait 2016-2036*, 40  
 Land Court of Queensland, xiii  
 land tenure arrangements, 19; *see also* Deed of Grant in Trust; Katter leases  
 leadership capacity development, 4, 14, 81; *see also*  
     Australian Rural Leadership Foundation  
 learning and development, staff, 92

legal services, funding support for, 54  
 letter of transmittal, iii  
 liability insurance, 91  
 lists of requirements, 138-140  
 Local Level Alliance, 54

## M

Mabo decision, 61  
 Mabuyag, dialect, vi  
 Mabuyag Island, 39  
     Katter leases, 34  
 Maizab Kaur, turtle nest monitoring, 39  
 Major Infrastructure and Other Projects Trust, 50  
 Major Infrastructure Programme, 15, 50, 52  
 male staff, TSRA, 126-127  
 Malu Ki'ai (Torres Strait Islanders) Corporation, 74  
 marine ecosystem monitoring, 44  
 marine infrastructure, xii, 15  
 maritime career pathways training courses, 18-19, 23  
 Masig Island, 15, 39, 41  
     Katter leases, 34  
 Masigalgal land and sea country plan, updating, 38  
 Masigalgal Seasonal Calendar, launch of, 40  
 masks exhibition, 31  
 media and communications support, 45  
 Mekem Garden Sustainable Horticulture Project, 50, 51;  
     *see also* sustainable horticulture activities  
 Melbourne Museum, 31  
 memorandum of agreement, xiii  
 memorandum of understanding  
     with Australian Institute of Aboriginal and Torres Strait Islander Studies, 4  
     with Cairns Indigenous Art Fair, 4  
     with Indigenous Business Australia, 4  
     on Integrated Service Delivery, xiii  
     with Prescribed Bodies Corporate, 34  
     with Queensland Department of Transport and Main Roads, 15, 54  
     with Queensland Government, 50  
     with UMI Arts, x, 4  
 mentors employment project, 21  
 Mer dialect, vi  
 Mer Island, xi, 2, 21, 31, 38, 39, 40, 41, 50  
     transfer to the Meriam people, 61  
 Meriam Mir, traditional language, vi, 32  
 Meston's 'Wild Australia' Show 1892-1893 (touring art exhibition), 31

Minister for Indigenous Affairs, 2, 65, 66, 67; *see also*  
 Minister for Indigenous Australians  
 Minister for Indigenous Australians, 66, 73; *see also*  
 Minister for Indigenous Affairs  
 Minister for Natural Resources and Mines, xiii  
 ministerial appointments, 67  
 ministerial briefings, 67  
 ministerial directions, 66-67  
 minor infrastructure project funding, 50, 54  
 Mipa (Turtle Island), Native Title rights, 61  
 Moa Island, 30, 38  
 mobile network coverage, as challenge, xii; *see also*  
 telecommunications infrastructure upgrade  
 Montessori Australia Foundation, 54  
 Mura Koska Sorority, 54, 55, 56  
 Muralag (Prince of Wales Island), Native Title rights, 61  
 Murray Island (Mer), 39; *see also* Mer Island  
 Museum of Tropical Queensland, 31  
 Music and Dance Audit, 31  
 My Pathway, vii, viii, ix, 18-19, 20, 23, 39, 42; *see also*  
 Community Development Programme

## N

Naghir Island, 39, 42  
 National Gallery of Victoria, 31  
 National Landcare Program, ix  
 National Native Title Council, 34  
 National Native Title Tribunal, 13, 34, 35  
 National Seafood Industry Leadership Programme, 25, 27  
*Native Title Act 1993* (Cth), xiii, 36, 61, 65  
 Native Title claims, 13, 34-35, 36, 61  
 Native Title compensation, 34, 35  
 Native Title Conference, 34  
 Native Title Office, 34, 36  
 performance statistics, 35  
 Native Title Programme  
 case study, 36  
 expenditure, 8, 33  
 performance report, 34-35  
 programme outcomes, 33  
 programme specific performance indicators, 34-35  
 projects and initiatives, 33  
 regional goal, 33  
 Native Title Representative Body, 13, 34, 35  
 TSRA appointment as, 36, 65  
 Ngalmun Lagau Minalar art centre, 12; *see also* regional  
 art centres, support for

Ngarupai, Native Title rights, 61; *see also* Horn Island  
 non-compliance matters, prescribed bodies corporate, 34  
 non-Indigenous fishers, lease of licences to, 25  
 non-ongoing staff, TSRA, 126-127  
 Northern Peninsula Area Regional Council, x, 21, 68  
 infrastructure projects funding, 50, 52  
 Notice of Personal and Financial Interests, 92  
 notifiable incidents, 92  
 NPA Earthmoving Yusia Pty Ltd, 52  
 NPARC New Refuse Facility Project, 52

## O

*Oceans of Plastic* (touring art exhibition), 31  
 Office of the Registrar of Indigenous Corporations, 15, 36  
 official visits, x-xi, 2, 14  
 ongoing staff, TSRA, 126-127  
 operations, report on, 60-69  
 opportunities and challenges, xii-xiii  
 organisational structure, 87

## P

part-time staff, TSRA, 126-127  
 payroll services, 92  
 pecuniary interests, declaration of, 91, 92  
 Performance Development Programme, 92  
 performance indicators, programme specific, 21-22,  
 27, 34-35, 41, 46-47, 51, 55; *see also* key performance  
 indicators, results against  
 performance reports, programme, 16-56  
 pest animal management plans, 14, 38, 88; *see also*  
 invasive species management  
*Pisonia* forests, monitoring methodology, 39  
 planning framework, 68-69  
 population statistics, Torres Strait region, 61-62  
 Port Kennedy Association, 54, 55  
 Portfolio Budget Statements, Prime Minister and  
 Cabinet, 9  
 Poruma Island, ix, 15, 34, 40, 50  
 Powankaz Building and Civil Constructions Pty Ltd, 20  
 powers, TSRA, 66  
 Prescribed Bodies Corporate, 15, 20, 34  
 compliance results, 34  
 Prime Minister and Cabinet Portfolio, 9, 66, 90  
 Prince of Wales Island, ix, 15, 21, 50  
 Prince of Wales Island Safe Landing Facility project, 15  
*Privacy Act 1988* (Cth), 91

programme expenditure, 8, 17, 24, 29, 33, 37, 44, 49, 53;  
 see also financial statements

programme outcomes, 17, 24, 29, 33, 37, 44, 49, 53

programme performance reports, 16-56

Programme Steering Committee, 45, 83

property management, 88-89

Protected Zone Joint Authority, 2, 11, 25, 28  
 fishery industry representation initiatives, 26, 45

Public Governance, Performance and Accountability Rule 2014 (Cth), iii, 91  
 reporting requirements, iii, 138-139

*Public Governance, Performance and Accountability Act 2013* (Cth), 65, 73, 82, 83, 91  
 reporting requirements, iii, 9, 138-139

public programmes, Gab Titui Cultural Centre, 30, 31

Public Service Modernisation Fund, 89

Pulu Indigenous Protected Area, 40

purpose, TSRA, 9

## Q

Queensland Aboriginal and Torres Strait Islander Languages Forum, 31

Queensland Department of Agriculture and Fisheries, x

Queensland Department of Local Government, Racing and Multicultural Affairs, 54

Queensland Department of Transport and Main Roads, 15, 20, 54

Queensland Government, 50, 60  
 environmental management funding, 15, 38, 41, 50, 52  
 telecommunications infrastructure funding, xii-xiii

Queensland Health, 51

## R

radio stations, Indigenous, viii, 2, 20

Ranger Gathering, 38

Ranger Partnerships Day, 38

rangers, TSRA, 2, 38, 42-43  
 capacity development, 41, 42-43

regional art centres, support for, x, 12, 30

Regional Economic Investment Strategy, 9, 18, 22

Regional Governance Committee, 3, 45

regional issues and challenges, xii-xiii, 60

regional languages centre, xi, 32

Register of Pecuniary Interests, 92

Registered Native Title Bodies Corporate, x, 15, 36

rehabilitation management system, 93

related party transactions, 91-92

remuneration  
 key management personnel, 92, 114, 128-129  
 senior executives, 128-129

responsible minister, 66; see also Minister for Indigenous Affairs; Minister for Indigenous Australians

risk management, 83, 89-90

rule books, Registered Native Title Bodies Corporate, updating, 36

## S

Safe Communities Programme, 38  
 case study, 56  
 expenditure, 8, 53  
 performance report, 54-55  
 programme outcomes, 53  
 programme specific performance indicators, 55  
 projects and initiatives, 53  
 regional goal, 53

safety awareness education, 54-55

Saibai Infrastructure and Housing Indigenous Land Use Agreement, registration of, x

Saibai Island, x, 38, 40  
 Community Safety and Security Facility, x  
 Katter leases, 34  
 seawall project, 50

Saibai Mura Buway (Torres Strait Islanders) Corporation RNTBC, x

salary ranges, staff, 92

scholarships, tertiary, 45

school attendance initiatives, 54

Sea Claim (Part B), 13, 34

seagrass meadows, conservation and management, ix, 39, 40

seasonal calendars, development of, 40

seawalls, construction of, 15, 50

secretariat support, provision of, 45

Seisia Community 70th Anniversary, 30

service delivery; see Integrated Service Delivery

Skilling Queenslanders for Work initiative, 20

Smarty Grants (grants management system), 46

Spanish mackerel fishery  
 catch statistics, 11  
 licence leases, 25

sport and recreation activities and facilities, vii-viii, 20, 50, 51

St Pauls, Moa Island, Katter leases, 34

staff statistics, 92, 126-127  
 Statement of Expectations, 67  
 Statement of Intent, 67  
 Strait Start project, 54  
 Strait Support, 43  
 strategic policy workshop, Board, 3, 45, 48, 81  
 Supreme Court of Queensland, xiii  
 sustainable horticulture activities, ix, 38, 41, 50, 51, 88; *see also* community gardens, food production  
 Sustainable Water and Wastewater Management Project, 50

## T

TAFE North Queensland, 19  
 Tagai Management Consultants, 48, 81  
 Tagai State College, 38  
     partnership on Growing Our Own Tagai Transitions Maritime project, 19, 23  
     partnership on traditional languages centre, xi, 32  
 Tagai State College Parents and Citizens Association, 56  
 Tarilag (Packer Island), Native Title rights, 61  
 telecommunications infrastructure upgrade, xii-xiii, 15, 88  
 Telstra, telecommunications upgrade, xii-xiii, 15, 88  
 tertiary scholarships, 45  
 Thursday Island, x, xi, 2, 14, 30, 89  
     My Pathway projects on, vii, viii, 20  
     TSRA properties on, 88  
 Thursday Island Cycleway (stages Two and Three), 20  
 Thursday Island Garden Fair, 38  
*Torres News*, 38  
 Torres Shire Council, x, 15, 51, 68  
     biosecurity strategy, x, 14, 38  
     minor infrastructure project funding, 50  
*Torres Strait and Northern Peninsula Area Biosecurity Strategy*, x  
 Torres Strait and Northern Peninsula Area Biosecurity Working Group, 14  
*Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*, iii, 46, 68, 83  
 Torres Strait Child and Family Committee, 54  
 Torres Strait Climate Change and Health – First Pass Risk Assessment report, 41  
 Torres Strait Creole, vi  
 Torres Strait Dance Strategy, 30  
 Torres Strait Development Plan, 65, 68; *see also* *Torres Strait Development Plan 2014-2018*  
*Torres Strait Development Plan 2014-2018*, iii, 16, 46, 68, 83  
 Torres Strait Digital Expansion Project, xiii, 15; *see also* telecommunications infrastructure upgrade  
 Torres Strait Digital Foundation Project, completion of, xiii, 15; *see also* telecommunications infrastructure upgrade; Torres Strait Digital Expansion Project  
 Torres Strait Fisheries (Quotas for Tropical Rock Lobster (Kaiaar)) Management Plan 2018, 10, 25, 28  
 Torres Strait Fisheries Summit, 25, 26, 28  
 Torres Strait Invasive Species Advisory Group, 14  
 Torres Strait Island Regional Council, x, 21, 43, 68  
     biosecurity strategy, x, 14, 42  
     climate resilience activities, vii, 15  
     infrastructure projects funding, 50, 51, 54  
 Torres Strait Islander and Aboriginal people employment opportunities; *see* employment and training projects  
 Torres Strait Islander and Aboriginal people owned businesses, 9-10, 18, 22  
 Torres Strait Islander Media Association, viii, 2, 20, 45  
 Torres Strait Islanders Regional Education Council, 54  
 Torres Strait Maritime Pathways Project, 18, 23  
 Torres Strait Maritime Safety Programme, 54  
 Torres Strait masks exhibition, 31  
 Torres Strait Ranger Project, 38; *see also* rangers, TSRA  
*Torres Strait Regional Adaptation and Resilience Plan 2016-2021*, xiii, 41  
 Torres Strait Regional Assembly, support for establishment of, 3  
 Torres Strait Regional Authority, establishment of, 65  
 Torres Strait Regional Authority (Election of Officeholders) Regulations 2019 (Cth), 73  
 Torres Strait Regional Authority Election Rules 2017 (Cth), 73  
*Torres Strait Regional Biosecurity Plan 2018-2023*, x, 13-14, 38  
 Torres Strait Regional Coordination Group, establishment of, xiii  
 Torres Strait Regional Sea Claim (Part B), 13, 34  
 Torres Strait Seawalls Programme, 15, 50  
 Torres Strait Traditional Language Advisory Committee, 31  
 Torres Strait Traditional Languages Centre, xi, 31, 32  
 Torres Strait Languages Charter, xi, 31, 32  
*Torres Strait Traditional Languages Plan 2016-2019*, xi, 31, 32  
 Torres Strait Treaty meetings, 45  
 Torres Strait Women's Forum, 56  
 Torres Strait Women's Leadership Program, 46  
 Torres Strait Young Leaders Program, 46, 47  
 Torres Strait Youth and Recreational Sporting Association, vii, 20, 51  
 Tourism Business Growth Package, xi, 9, 18, 22

tourism industry, xi, 21; *see also* Tourism Business Growth Package

Tourism Officer positions, funding for, 21

Tourism Tropical North Queensland, 21

traditional ecological knowledge project, 40; *see also* traditional knowledge, transfer of

Traditional Inhabitant Boat sector, 10-12, 18, 25, 27

Traditional Inhabitants, ownership of region's fisheries, 10-12, 25, 85

traditional knowledge, transfer of, 30, 39, 40; *see also* Ailan Kastom; Culture, Art and Heritage Programme

'Traditional Knowledge: Generation, Transmission and Protection' (United Nations forum intervention theme), ix, 31

Traditional Language Advisory Committee, 31

traditional languages, revitalisation of, ix, xi, 4, 30, 31, 32

training and development, TSRA staff, 92

Training Rural Australians in Leadership programme, 45, 47

Transferrable Vessel Holder sector, 27, 28

transmittal letter, iii

transport and freight costs, as challenge to programme delivery, xii

Transport Infrastructure Development Scheme, 15, 54

tripartite agreement, on telecommunications upgrade, xiii, 15

tropical rock lobster fisheries
 

- catch statistics, 12
- management plan, 10, 25, 28
- traditional ownership of, 25

*TSRA Community News*, 93

*TSRA Corporate Plan 2018-2019*, 9

TSRA Enterprise Agreement 2017, 92

TSRA Regional Governance Committee, 3

turtle management plans, ix, 13, 38, 88

'2020 Vision' (Fisheries Summit theme), 26, 28

2018 National NAIDOC Awards, 30

2018 Torres Strait Fisheries Summit, 25, 26, 28

2018 Tourism Forum, xi

## U

Ugar Island, 34, 50

Ugul Malu Kawal Indigenous Protected Area, 40

UMI Arts, x, 4, 30

United Nations Articles on the Rights of Indigenous Peoples, 68

United Nations Permanent Forum on Indigenous Issues, ix, 5, 31, 45

## V

value-add brand of Torres Strait seafood, potential for, 25

vertebrate pest control, 14, 38

vision, vi, 4, 48

## W

Warraber Island, ix, 15, 38, 40, 41, 50
 

- Katter leases, 34

Warraberalgal and Porumalgal Indigenous Protected Area, 40

Warral and Ului Native Title claim, 13

Warul Kawa Indigenous Protected Area, 38, 39

waste management, xii, 50, 52

wastewater management, 50

water management, 50

weed management programmes, 38, 42

wharf upgrade, Hammond Island, 54

*Wigness v Kingham, President of the Land Court* [2018] QSC 20, xiii

Winds of Zenadth Cultural Festival, 30, 31, 32

women's leadership programmes, 46, 56

Wongai Multi-Purpose Courts Upgrade project, vii, 2, 20

work health and safety, 92-93

*Work Health and Safety Act 2011* (Cth), 92, 138

work health and safety management system, 93

Working on Country Ranger Plans, 38

workplace agreement, 92

Workplace Consultative Committee, 93

workplace diversity, 93

## Y

You Sabe Business workshops, viii, 10, 18, 22

youth leadership programme, 46, 47

Yumi Education Inc, 54

## Z

Zakazukha Marketing Communications, 45

Zenadth Kes Weaving Workshop, 31

Zuna (Entrance Island), Native Title rights, 61









