

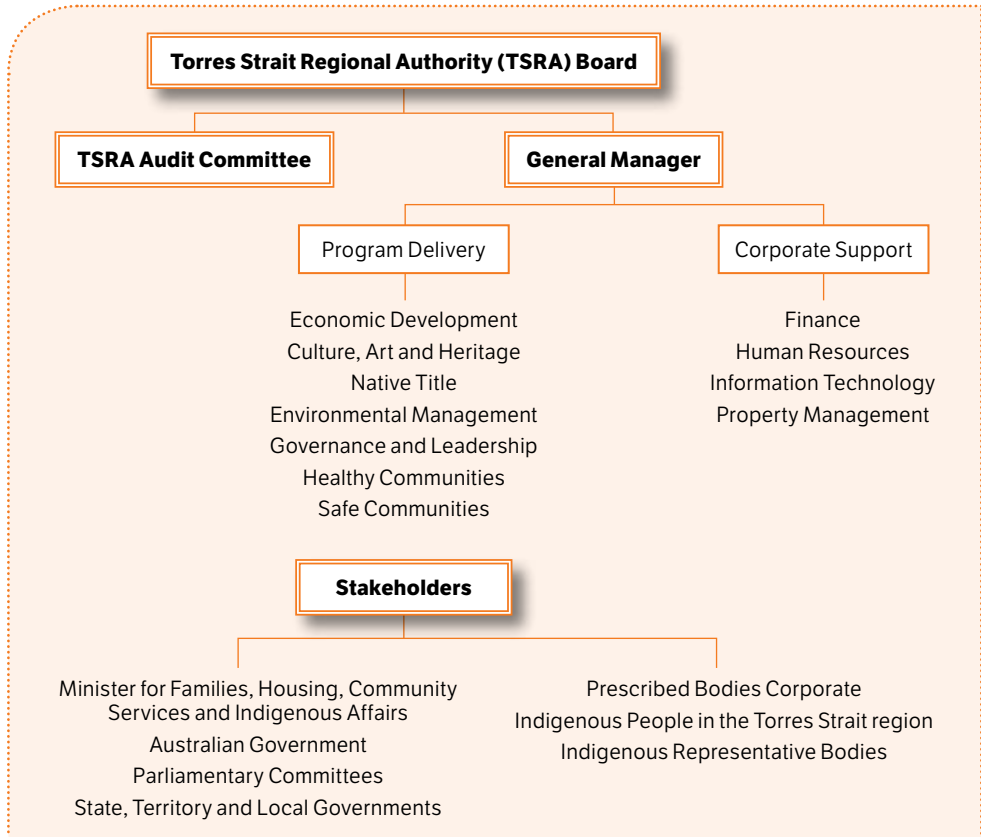


**Section Four:
Corporate Governance
and accountability**

TSRA Governance and Accountability

Overview of Governance Structure

Diagram of TSRA 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 for the escalation of risks and issues to the appropriate level. Resolution of risks and issues occurs through formal project management structures, program structures, Program Steering Committee, the TSRA Audit Committee and the TSRA Board.

TSRA Board Members

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.
- ▶ To oversight the TSRA's strategic objectives and direction
- ▶ To approve program mandates,
- ▶ To review the TSRA's performance, its objectives and outcomes
- ▶ To manage strategic risk and regional stakeholder relations

The TSRA Board consists of 20 community representatives who are appointed for a four

The TSRA's governance framework provides a system of direction and controls, enabling regional outcomes to be achieved through organisational goals and objectives.

year term. Fifteen Members are appointed to the TSRA by virtue of being elected under the *Local Government Act 1993* as Councillors on the Torres Strait Island Regional Council. Two Members, representing the Bamaga and Seisia communities in the Northern Peninsula Area, hold office by virtue of their election to the Northern Peninsula Area Regional Council. The remaining three Members are elected in accordance with Division 5 of the *Aboriginal and Torres Strait Islander Act 2005*, for the Wards of Port Kennedy, Horn Island and Prince of Wales Island (combined) and the combined Ward of Tamwoy, Rosehill, Aplin, Waiben and Quarantine (TRAWQ) on Thursday Island. The Chairperson and executive members of the TSRA are elected by the Members at the first Board meeting following the local government and Division 5 elections. By the nature of their appointments all TSRA Board Members (also known as Directors under the *Commonwealth Authorities and Companies Act 1997*) are classified as Non-Executive Directors. The TSRA Board endorsed a review of its governance structure to be undertaken early in the next financial year.

TSRA Executive Committee

An Executive Committee of eight TSRA Board Members has been formed to assist the TSRA Chairperson in the performance of his duties. The Executive Committee is based on a portfolio structure which is aligned to the TSRA Programs. Membership of the Executive Committee is decided by the TSRA Board by open ballot. The TSRA Executive Committee meets quarterly, prior to TSRA Board meetings. The Chairperson may call additional meetings as required.

The objectives of TSRA's Executive Committee are to:

- ▶ Ensure that policies and future directives are made in accordance with the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*, the *Commonwealth Authorities and Companies Act 1997(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, and
- ▶ Assist the TSRA Chairperson to communicate government policy, TSRA decisions and achievements as they relate to their portfolio responsibilities with Torres Strait communities.

The TSRA Executive Members and their portfolio responsibilities are shown the following table:

Mr John T Kris	TSRA Chairperson TSRA Portfolio Member for Governance and Leadership
Ms Napcia Bin Tahal	TSRA Deputy Chairperson TSRA Portfolio Member for Economic Development
Mr Kenny Bedford	TSRA Alternate Deputy Chairperson TSRA Portfolio Member for Fisheries
Mr Donald Banu	TSRA Portfolio Member for Native Title
Mr Keith Fell	TSRA Portfolio Member for Healthy Communities
Mr Walter Makie	TSRA Portfolio Member for Environmental Management
Mr Phillemon Mosby	TSRA Portfolio Member for Culture, Art and Heritage
Ms Nancy Pearson	TSRA Portfolio Member for Safe Communities

Table 4-1
TSRA Executive and Portfolio Responsibilities

Profiles of TSRA Board Members



Mr John T Kris, TSRA Chairperson and TSRA Member for St Pauls

Special Responsibilities

Mr Kris is in his second term as the Chairperson of the TSRA and his third term as a Member of the TSRA Board. Mr Kris is the Portfolio Member for the TSRA's Governance and Leadership Program and is also a Councillor with the Torres Strait Island Regional Council. As the Chairperson of the TSRA, Mr Kris is a member of the Protected Zone Joint Authority (PZJA) together with the Australian Government and Queensland Government Ministers for Fisheries.

Over the last year, Mr Kris has continued to work with all levels of government, taking an integrated service delivery approach to government business and building strong partnerships with people in the Torres Strait and Northern Peninsula Area region.

Mr Kris considers that increasing economic wealth through viable and sustainable businesses is a key factor in strengthening and growing our communities. A strong business base for communities will provide new employment and training opportunities across the region.

Experience and Qualifications

Mr Kris was first elected to the TSRA Board in 2000. His election was based on his specialist knowledge of his community, St Pauls, and his strong communication, negotiation and relationship management skills. He has the ability to develop relationships across all Torres Strait communities and the three



TSRA Chairperson, Mr John T Kris, delivering the TSRA Intervention at the United Nations Permanent Forum on Indigenous Issues.

levels of government operating in the region. Mr Kris possesses unique communications skills that relate to Ailan Kastom.

Mr Kris is a Fellow of the Australian Rural Leadership Foundation. He holds Associate and Advanced Diplomas in Environmental Health. In his first TSRA term, Mr Kris was the Portfolio Member for Housing and Infrastructure and he continues to maintain a strong interest in environmental health.



Ms Napcia Bin Tahal, TSRA Deputy Chairperson and TSRA Member for Horn and Prince of Wales

Special Responsibilities

Ms Napcia Bin Tahal commenced her first term on the Board in 2008. Ms Bin Tahal is also the TSRA Deputy Chairperson, the Portfolio Member for Economic Development, a member of the Audit Committee and the Deputy Mayor of the Torres Shire Council.

Experience and Qualifications

Ms Bin Tahal was employed by the Queensland Public Service and the Australian Public Service for approximately 15 years. Most of that time was within Indigenous Affairs. Ms Bin Tahal is actively involved with a number of local community organisations, to ensure that she remains in touch with issues at the grass roots level.

Ms Bin Tahal is a fellow of the Australian Rural Leadership Foundation. She holds a Diploma in Business (Front-Line Management), a Certificate II in Indigenous Leadership and a Certificate in Tourism.

Ms Bin Tahal is an advocate for long-term economic sustainability, through the development of local businesses that can operate independently of government assistance. Ms Bin Tahal believes that education is the key to Torres Strait Islander and Aboriginal people achieving their goals. She believes that through the development of professional skills and self determination, people in the region will take control of their own future.



Mr Kenny Bedford, TSRA Alternative Deputy Chairperson and TSRA Member for Erub

Special Responsibilities

Mr Kenny Bedford has been an active member on the TSRA Board since 2008. He has represented the TSRA in his capacity as Alternate Deputy Chairperson, and is the Portfolio Member for Fisheries. Mr Bedford is also the Deputy Mayor of the Torres Strait Island Regional Council.

As the Portfolio Member for Fisheries, Mr Bedford is pleased with the progress that has been made in the industry for Torres Strait Islanders. Assisting Torres Strait Islanders to access a greater share of the Torres Strait fisheries, as professional full time fishers, remains one of the biggest challenges for Mr Bedford.

Experience and Qualifications

Mr Bedford draws on his strong knowledge of the Erub community. He possesses excellent communication, negotiation and relationship management skills. Mr Bedford has the ability to develop relationships across all Torres Strait communities and government agencies.

Mr Bedford is a Vincent Fairfax Fellow and holds a Bachelor of Applied Health Science. He also holds a Diploma of Youth Welfare and has had training in Local Government and Administration.



Mr Wayne Guivarra, TSRA Member for Badu

Special Responsibilities

Mr Wayne Guivarra is serving his first term on the TSRA Board. He is also an elected Councillor on the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Guivarra develops relationships across all Torres Strait communities and government agencies operating in the region. He possesses strong communication, negotiation and relationship management skills that relate to Ailan Kastom.

Since his appointment, Mr Guivarra has increased his skills and understanding of Government processes and recognises that the tasks ahead are an enormous responsibility. He is pleased to be receiving administrative support under the new TSRA program structure and looks forward to the future with great optimism. Mr Guivarra is committed to supporting regional sports development within Torres Strait communities.



Mr Reginald Williams, TSRA Member for Bamaga

This is Mr Williams' fourth term as a TSRA Board Member. Mr Williams is the Deputy Mayor of the Northern Peninsula Area Regional Council.

Experience and Qualifications

Mr Williams held office with the TSRA from 1994 to 1997, 1997 to 2000, and 2000 to 2004. He has specialist knowledge of his community, Bamaga, and strong communication, negotiation and relationship management skills. Mr Williams also has unique communications skills that relate to Ailan Kastom.

Mr Williams aims to achieve a better lifestyle and standard of living for Torres Strait Islander and Aboriginal people living in the region. Areas of concern for Mr Williams are housing, health and education. Through his representation on the TSRA Board, Mr Williams seeks funding solutions for regional housing issues. He is also keen to raise awareness of health problems such as diabetes and heart disease; and increase the range of subjects available to secondary school students.



Mr Donald Banu, TSRA Member for Boigu

Special Responsibilities

Mr Donald Banu is undertaking his second term as a TSRA Board Member. Mr Banu also is the Portfolio Member for Native Title and a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Banu holds a Diploma in Environmental Health, a Certificate IV in Local Government and Administration; and a Certificate IV in Environmental Health. Mr Banu has specialist communication skills that relate to Ailan Kastom and is able to develop relationships across all communities in the region. Mr Banu is able to work with other government agencies to achieve outcomes and has been involved in many consultations across the region. He possesses strong communication, negotiation and relationship management skills.

A key focus area for Mr Banu is increased capacity building for Prescribed Bodies Corporate so that the people in the Torres Strait can benefit from opportunities, such as land lease agreements.

To maximise benefits for the Torres Strait community, Mr Banu aims to maintain positive working relationships across the whole-of-government sector and in particular, with community stakeholders. Mr Banu will strive to ensure that there are developments in home ownership, as well as appropriate initiatives under the *Torres Strait Treaty* to address health and associated cross border issues between Australia and Papua New Guinea.

Mr Banu is concerned about the effects of climate change and coastal inundation in the Torres Strait region and will continue to work with all stakeholders to find solutions to this critical issue.

Mr Banu has been involved in the project to repatriate, to Torres Strait Communities, Indigenous human remains and sacred objects that are being held around the world. He was instrumental in negotiating an agreement with the United Kingdom's Natural History Museum for the return of ancestral remains to the Torres Strait in 2010.

In his own time, Mr Banu undertakes an active role in his community and the wider Torres Strait communities to help young people by promoting career paths in the Navy and other Australian Defence Services.



Mr Torenzo Elisala, TSRA Member for Dauan

Special Responsibilities

Mr Torenzo Elisala was elected to the TSRA Board in August 2010 following the resignation of the previous Member for Dauan, Mr Raymond (Mario) Soki. Mr Elisala is also a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Elisala has been actively involved in his community, Dauan, and considers health, education and economic growth as some of the crucial

areas to progress. Mr Elisala's aspiration is for more emphasis to be put on cultural and traditional practices. If our people truly inherit these two aspects of life with our own traditional lore system in place, the tension and stress put on communities from the western cultures will be minimised. Mr Elisala considers that unification of both cultures will give Torres Strait Islanders an advantage. He believes *Closing the Gap* can work strategically and effectively with traditional lores which contain protocols for men, women and children within cultural jurisdictions.

Mr Elisala has strong communication and relationship management skills within his community and the wider Torres Strait community including skills relating to Ailan Kastom. As a former Community Police Officer, Mr Elisala maintains that effective law and order is critical for community harmony. He is also able to draw on his experience as a Healthy Lifestyle Officer through his work with the Queensland Health and Tagai College partnership to improve health related education in his community.



Ms Nancy Pearson, TSRA Member for Hammond Island

Special Responsibilities

Ms Nancy Pearson is in her first term as a Board Member. She is also the Portfolio Member for Safe Communities.

Experience and Qualifications

Ms Pearson is an avid champion of women and families in the region and continues to form links with key stakeholders to enhance and support safe communities. Her experience working with all levels of government has been valuable to the Safe Communities Program. Over the last year, Ms Pearson has been involved with the preparations for Australian Bureau of Statistics 2011 Census within the Torres Strait and Northern Peninsula Area, ensuring that quality data from the region will be captured.

Ms Pearson also draws on her professional development experience in the areas of social justice, administration and town planning. She continues to see economic development, environmental stability and strategies to increase employment opportunities for the people of the Torres Strait region as on-going concerns. She is also an advocate of the preservation and revitalisation of Ailan Kastom.



Mr Walter Makie, TSRA Member for Iama

Special Responsibilities

Mr Makie is in his second term as a TSRA Board Member. He is also Portfolio Member for Environmental Management. Mr Makie is also a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Makie has continued to address major concerns relating to tidal inundation as well as the protection and preservation of Torres Strait land and sea resources. Mr Makie has had close involvement with environmental management issues since the 1980s and remains committed to his

portfolio mandate: to protect, preserve and enjoy the natural and cultural environment of the region through sustainable management.



**Mr David Bosun,
TSRA Member for
Kubin**

*Special
Responsibilities*

Mr David Bosun is serving his first term as a TSRA Board

Member. In September 2010, Mr Bosun was appointed as the rotational member on the TSRA Audit Committee. Mr Bosun is also a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Bosun holds an Associate Diploma in Journalism and Communication, a Certificate IV in Visual Arts and a Certificate IV in Business Management. Mr Bosun draws on his knowledge of tourism, arts and culture and economic development and would like to see a marked improvement in the Torres Strait economy through sustainable tourism ventures and the promotion of arts and culture.

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



*TSRA Portfolio Member for Healthy Communities,
Mr Keith Fell with the Hon. Warren Snowdon MP and
Torres Shire Council's Mayor Pedro Stephen at the
Thursday Island Hospital.*



Mr Keith Fell, TSRA Member for Mabuag

Special Responsibilities

Mr Keith Fell is undertaking his first term on the TSRA Board. Mr Fell is the Portfolio Member for Healthy Communities and is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Fell has a Diploma in Local Government Administration and a Certificate III in Sports and Recreation.

Mr Fell believes that education, training and communication are vital to achieve success and increase the standard of living in the region. Other areas of importance for Mr Fell are economic development and cultural and social issues.

During his term on the Board, Mr Fell has pursued affordable housing for Torres Strait Islander people and worked towards empowering his people through accessible employment and training opportunities.



Mr John Mosby, TSRA Member for Masig

Special responsibilities

Mr Mosby is undertaking his first term as a TSRA Board Member. Mr Mosby is also an elected Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Mosby has an Associate Degree in Indigenous Community Management and Development and is a current participant in the Australian Rural Leadership Program.

During his term on the TSRA Board, Mr Mosby has encouraged his constituents to focus on economic development and to continue lobbying government agencies about climate change, a major concern to the low lying communities in the region.

Mr Mosby is proud of the sustainable economic development initiatives being trialled in his community, including a pilot sponge farm project. Mr Mosby is also supporting community aspirations to establish a pearl farm. Mr Mosby is hopeful that these projects will be a success and result in similar business ventures being established across the Torres Strait.

Mr Mosby believes a sustainable economy is essential in order for the region to have a credible autonomous voice in the development of government policy.



Mr Ron Day, TSRA Member for Mer

Special Responsibilities

Mr Ron Day is undertaking his fourth term on the TSRA Board. Mr Day is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Day has been the TSRA Member for Mer since 2000. Through his past experience on the TSRA Board, Mr Day has gained a sound knowledge of government processes and engagement with the local community through his knowledge and understanding of Ailan Kastom.

Mr Day is keen to encourage progress towards shared regional goals. Mr Day's vision for the region is the empowerment of his people through independence and a robust economy. He believes that the strengths of the region will be realised through the unity of individual Torres Strait Islander people.



Mr Phillip Mills, TSRA Member for Port Kennedy

Mr Mills was elected to the TSRA Board in 2008. In March 2011, Mr Mills resigned from the TSRA Board to take up an executive role in local government. A casual vacancy for Port Kennedy currently exists. The TSRA has requested that the Australian Electoral Commissioner fill the casual vacancy in accordance with Division 5 of the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*.



Mr Phillemon Mosby, TSRA Member for Poruma

Special Responsibilities

Mr Phillemon Mosby is in his first term as Member of the TSRA Board. He is also the TSRA Portfolio Member for Culture, Art and Heritage and a member of the TSRA Audit Committee. Mr Mosby is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

As the Portfolio Member for Culture, Art and Heritage, Mr Mosby would like to promote traditional culture and practice as well as encouraging more engagement between elders and youth when practicing traditional culture. He aims to fulfill the dreams of his elders, to revive the traditional languages of the region.

During his term on the Board he would like to improve access to housing, particularly for youth. Mr Mosby supports innovation and creativity to deliver more training and employment opportunities in his community. He continues to work with stakeholders to combat tidal inundation problems that the Poruma Island community must address.



Mr Ron Enosa, TSRA Member for Saibai

Special Responsibilities

This is Mr Ron Enosa's first term on the TSRA Board. Mr Enosa is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Enosa has a Diploma in Legal Advocacy and a Diploma in Local Government Administration. Mr Enosa continues to advocate for activities to support Torres Strait culture across the region. He would also like to see closer working arrangements with the Papua New Guinea Western Province Treaty villages to address significant issues.

Assistance and support to youth development and related infrastructure is a priority for Mr Enosa. He continues to support the development of career pathways for students in the Torres Strait which will enhance economic development in the region.

Mr Enosa has also acted as an advocate on land and sea matters in the Torres Strait. His major concern is coastal erosion and tidal inundation, issues that are affecting Saibai Island; he continues to work with key stakeholders to address these issues.



Mr John Abednego, TSRA Member for Tamwoy, Rosehill, Aplin, Waiben and Quarantine (TRAWQ)

Special Responsibilities

Mr John Abednego has completed previous terms on the TSRA Board, this is his third term following re-election in 2008. He is also a Councillor with the Torres Shire Council.

Experience and Qualifications

Mr Abednego was the TSRA Chairperson from 1997 to 2000. Mr Abednego has a strong knowledge of government processes and first-hand knowledge of Torres Strait Islander culture.

During his time on the Board, Mr Abednego's priority is to raise the public profile of TRAWQ. He sees the establishment of a TRAWQ Development Plan and an increased focus on social services as important preliminary initiatives to achieve this goal.



Mr Jeffrey Aniba, TSRA Member for Seisia

Special Responsibilities

Mr Jeffrey Aniba is in his first term as a TSRA Board Member. Mr Aniba is a Councillor with the Northern Peninsula Area Regional Council.

Experience and Qualifications

Mr Aniba's main focus is on education reforms, and increasing loans for home ownership and small business development in the Torres Strait and Northern Peninsula Area.



Mrs Florianna Bero, TSRA Member for Ugar

Special Responsibilities

This is Mrs Florianna Bero's first term as a member of the TSRA Board. Mrs Bero is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

As the Member for the Ugar community, Mrs Bero is using her position on the Board to promote good health, education and housing for people in the Torres Strait region.



Mrs Bero has advocated for increased funding in the education and health care sectors together with greater promotion of small businesses, to benefit all communities in the Torres Strait region.



Mr Willie Lui, TSRA Member for Warraber

Special Responsibilities

Mr Willie Lui is in his first term as a TSRA Board Member. Mr Lui is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Lui draws on his past qualifications and experiences in the building industry where he worked as a carpenter. More recently he has undertaken training to improve his knowledge of legislation, financial sustainability and strategic planning. Mr Lui possesses strong communication and negotiation skills relating to Ailan Kastom.

Mr Lui believes economic development, employment opportunities and increased cultural awareness are key priorities for the region. He continues to advocate for increased apprenticeships and traineeships with appropriate and accredited training tailored to suit community needs. Priority areas requiring immediate attention include addressing coastal erosion, making progress in the commercial fisheries sector and increasing employment opportunities for Torres Strait Islander and Aboriginal people.



Mrs Bonita Mabo addressing the TSRA Board.

TSRA Executive Committee Meetings

The TSRA Executive Committee meetings for 2010 - 2011 are shown in the following table:

2010 - 2011 TSRA Executive Committee Meeting Dates	Apologies
11 - 12 August 2010	Ms Napcia Bin Tahal, Portfolio Member for Economic Development Mr Kenny Bedford, TSRA Portfolio Member for Fisheries for part day on 11 August 2011
12 October 2010	Mr Phillemon Mosby, Portfolio Member for Culture, Art and Heritage
11 - 12 November 2010	Ms Napcia Bin Tahal, Portfolio Member for Economic Development
22 February 2011	Nil
9 May 2011	Mr Phillemon Mosby, Portfolio Member for Culture, Art and Heritage

*Table 4-2
TSRA Executive Committee Meeting Dates*

The TSRA's Executive Committee meetings attendance is shown in the following table:

Attendance at TSRA Executive Committee Meetings	
Mr John T Kris	5 of 5 Executive Committee Meetings attended
Ms Napcia Bin Tahal	3 of 5 Executive Committee Meetings attended
Mr Kenny Bedford	3.5 of 5 Executive Committee Meetings attended
Mr Donald Banu	5 of 5 Executive Committee Meetings attended
Mr Keith Fell	5 of 5 Executive Committee Meetings attended
Mr Walter Makie	5 of 5 Executive Committee Meetings attended
Mr Phillemon Mosby	3 of 5 Executive Committee Meetings attended
Ms Nancy Pearson	5 of 5 Executive Committee Meetings attended

*Table 4-3
TSRA Executive Committee Attendance*

TSRA Board Meeting Schedule

The Chairperson of the TSRA must convene at least four Board Meetings each year in accordance with Section 144E of the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*. The Chairperson can convene other meetings of the TSRA Board if it is considered necessary for the efficient performance of the TSRA's functions.

Throughout 2010 - 2011, the TSRA Board met as shown in the following table:

Board Meetings	Dates	Apologies	Absent
Meeting No. 75	1 - 2 September 2010	Mr Ron Day, Member for Mer Ms Nancy Pearson, Member for Hammond Mr John Abednego, Member for TRAWQ Mr Ron Enosa, Member for Saibai for part day on 2 September 2010	Mr Phillip Mills, Member for Port Kennedy
Meeting No. 76	8 - 9 December 2010	Ms Napcia Bin Tahal, Member for Horn and Prince of Wales Islands Mrs Florianna Bero, Member for Ugar Ms Nancy Pearson, Member for Hammond Mr Reginald Williams, Member for Bamaga Mr Phillip Mills, Member for Port Kennedy Mr Walter Makie, Member for Iama for 9 December 2010	Mr Ron Enosa, Member for Saibai
Meeting No. 77	24 - 25 February 2011	Ms Napcia Bin Tahal, Member for Horn and Prince of Wales Islands for part day on 24 February 2011 Ms Nancy Pearson, Member for Hammond Island for part day on 24 February 2011 Mr Wayne Guivarra, Member for Badu for 25 February 2011	Mr Phillip Mills, Member for Port Kennedy Mr Jeffery Aniba, Member for Seisia
Meeting No. 78	11 - 12 May 2011	Mr Reginald Williams, Member for Bamaga Mr Torenzo Elisala, Member for Dauan Island Mr Ron Day, Member for Mer Island Mr John Abednego, Member for TRAWQ on 12 May 2011 Mr Keith Fell, Member for Mabuiaq on 12 May 2011	

Table 4-4
TSRA Board meetings

Attendance at TSRA Board Meetings

Mr John T. Kris	4 of 4 Board Meetings attended
Ms Napcia Bin Tahal	2.5 of 4 Board Meetings attended
Mr Kenny Bedford	4 of 4 Board Meetings attended
Mr John Abednego	2.5 of 4 Board Meetings attended
Mr Jeffery Aniba	3 of 4 Board Meetings attended
Mr Donald Banu	4 of 4 Board Meetings attended
Mrs Florianna Bero	3 of 4 Board Meetings attended
Mr David Bosun	3 of 4 Board Meetings attended
Mr Ron Day	2 of 4 Board Meetings attended
Mr Torenzo Elisala	2 of 3 Board Meetings attended (As at September 2010)
Mr Ron Enosa	2.5 of 4 Board Meetings attended
Mr Keith Fell	3.5 of 4 Board Meetings attended
Mr Wayne Guivarra	3 of 4 Board Meetings attended
Mr Willie Lui	4 of 4 Board Meetings attended
Mr Walter Makie	3.5 of 4 Board Meetings attended
Mr Phillip Mills	Nil of 3 Board Meetings attended (Resigned March 2011)
Mr John Mosby	4 of 4 Board Meetings attended
Mr Phillemon Mosby	4 of 4 Board Meetings attended
Ms Nancy Pearson	1.5 of 4 Board Meetings attended
Mr Raymond Soki	Resigned August 2010
Mr Reginald Williams	2 of 4 Board Meetings attended

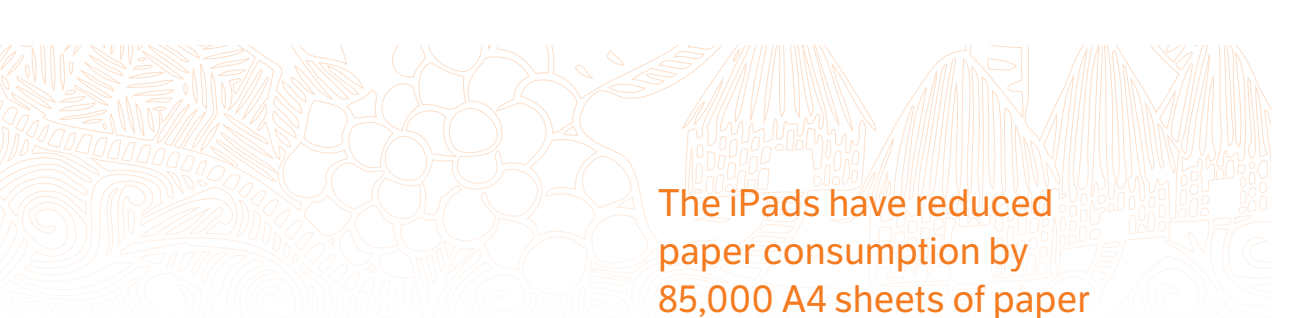
Table 4-5
TSRA Board Attendance

Transition to electronic meeting format

In February 2011, the TSRA Board transitioned from paper-based meeting booklets to an electronic format. This was made possible with the introduction of iPads. Following a brief hands-on introductory lesson to demonstrate the functionality of the iPads and the document management software, all Members quickly began using the device. The use of the TSRA

pool iPads has now been extended for use in all TSRA governance meetings.

The iPads have reduced paper consumption by 85,000 A4 sheets of paper per year, and reduced document production time from three days to around ten minutes. This innovation has reduced the TSRA's environmental footprint and increased productivity.



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TSRA Board Member induction process

The TSRA has a comprehensive and formal induction process for Board members. This is being updated in preparation for the full Board elections in 2012. The induction is delivered over a one week period and covers the legislative framework, code of conduct, separation of powers, administrative decision making, the TSRA's committees, programs and projects, member and executive member responsibilities, media awareness training and Board administration. The induction program is delivered by the TSRA administration with assistance from an external facilitator and subject matter experts.

Induction of new TSRA Member

Mr Torenzo Elisala was appointed to the TSRA Board in September 2010. The TSRA's Governance and Leadership Program conducted an induction session for Mr Elisala.

TSRA Board Member's Code of Conduct

In 2010 the TSRA engaged the Australian Government Solicitor to review the *TSRA Board*

Member's Code of Conduct. The revised Code of Conduct will be published in the first quarter, 2011 to 2012. Training in the new Code will be provided to the current Board and is included in the Board induction program for 2012.

Executive Coaching

TSRA Portfolio Members continued to receive group coaching and one-on-one mentoring this year. Executive coaching was provided though an external coaching service, Frank van Schagen and Associates. The coaching program ended in September 2010 and will resume after the TSRA Board election in March 2012.



Members using iPads at Board Meetings.



David Bosun, Member for Kubin, using his iPad.

Other Boards and Committees

Program Steering Committee

The Program Steering Committee (PSC) monitors the performance of the TSRA's programs and operations. Each program consists of projects and managed activities, contributing to the outcomes identified in the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029*. Programs are further defined in the *Torres Strait Development Plan 2009 - 2013*.

The PSC includes the TSRA General Manager, Program Managers, Project Managers and the Chief Financial Officer. The PSC has scheduled quarterly meetings and also meets out-of-session to deal with specific risks and issues. The PSC prioritises resources across program boundaries, ensuring that there is an outcome focussed alignment between programs, strategies and operational activities. Further details about program reporting are contained in Section 2 of this report.

TSRA Advisory Committees

The TSRA has established two Advisory Committees, the TSRA Audit Committee and the Indigenous Fisheries Advisory Committee (IFAC).

TSRA Audit Committee

The TSRA Audit Committee, which consists of four members, was established in accordance with Section 32 of the *Commonwealth Authorities and Companies Act 1997 (Cth)*. The TSRA Board is responsible for the appointment of the Audit Committee. The Committee provides independent assurance and assistance to the TSRA Board on the risk, control and compliance frameworks and the TSRA's external accountability responsibilities.

The Chairperson of the Audit Committee is an independent member from Moore Stephens Accountants and Advisors. The Chairperson of the Audit Committee provides technical expertise and experience, supplying advice on best practice accounting and auditing standards in the public sector environment. Special meetings of the Audit Committee can be held if deemed necessary by the Chairperson of the Committee.

At the TSRA Board Meeting in September 2010, the TSRA Board endorsed the Member for Kubin, Mr David Bosun as a member of the TSRA Audit Committee. This followed the resignation of Mr Raymond Soki, the Member for Dauan in August 2010.

Membership, meetings and attendance for the TSRA Audit Committee is shown in the following tables:

Membership of the TSRA Audit Committee

Mr Adrian Kelly	Chairperson and Independent Member of the TSRA Audit Committee
Ms Napcia Bin Tahal	TSRA Member for Horn and Prince of Wales Islands
Mr Phillemon Mosby	TSRA Member for Poruma Island
Mr Raymond Soki	TSRA Member for Dauan Island to August 2010
Mr David Bosun	TSRA Member for Kubin from September 2010

Table 4-6
TSRA Audit Committee Membership



2010 - 2011 Audit Committee Dates	Apologies
31 August 2010	Ms Napcia Bin Tahal, TSRA Member for Horn and Prince of Wales Islands
7 December 2010	Ms Napcia Bin Tahal, TSRA Member for Horn and Prince of Wales Islands
23 February 2011	Nil
10 May 2011	Ms Napcia Bin Tahal, TSRA Member for Horn and Prince of Wales Islands

Table 4-7
TSRA Audit Committee meetings

Attendance at TSRA Audit Committee Meetings	
Mr Adrian Kelly	4 of 4 Audit Meetings attended
Ms Napcia Bin Tahal,	1 of 4 Audit Meetings attended
Mr Phillemon Mosby	4 of 4 Audit Meetings attended
Mr Raymond Soki	Resigned in August 2010
Mr David Bosun	2 of 3 Audit Meeting attended

Table 4-8
TSRA Attendance at Audit Committee meetings

Indigenous Fisheries Advisory Committee

In December 2010, the TSRA Board endorsed the establishment of the Indigenous Fisheries Advisory Committee (IFAC). The IFAC was established under Section 142M of the *Aboriginal and Torres Strait Islander Act 2005 (Cth)*. The objectives of the IFAC are to:

- ▶ Provide a forum for the discussion of strategic management and policy matters relevant to Torres Strait Fisheries and act as an additional medium for the flow of information between the TSRA and Torres Strait communities.
- ▶ Provide advice and make recommendations to the TSRA Board with respect to:
 - investment of resources into capacity building and support programs for traditional fishers,
 - policy proposals and management advice for Torres Strait fisheries,
 - policy direction and approach to resource sharing and leasing,
 - engagement and establishment of effective relationships with all fisheries stakeholders, and
 - research strategic priorities and provide advice on research proposals.
- ▶ Establish sub-committees as required to ensure the range of issues requiring consideration are given proper attention.
- ▶ Undertake additional functions on behalf of the TSRA as determined by the TSRA Board.

The inaugural meeting of the Indigenous Fisheries Advisory Committee will take place in July 2011.

Enabling Functions

Information Management and Technology

The TSRA is enhancing the way it manages its information. In 2010, an Information Management Strategic Plan was developed to guide the TSRA's transition to an electronic information management environment. A key achievement was the successful implementation of an Electronic Document and Records Management System (EDRMS) in March 2011. This included a complete migration of all electronic documents into a single managed information store. The TSRA is also finalising its records authority, which will facilitate the disposal and archiving of legacy paper-based information.

The TSRA has also improved its capacity to connect staff and stakeholders with the implementation of an Internet Protocol IP based telephony solution across all of TSRA's sites, including seamless access by teleworkers. This has provided improved connectivity for a growing number of remotely based staff.

With an established infrastructure and communications platform, the TSRA is now standardising its client computing environment, and in early 2011, began developing various client computing solutions to meet the needs of its diverse workforce. The objective of this project is to improve productivity, increase energy efficiency, reduce support overheads and realise the benefits of a powerful server environment.

Environmental Impact Management

Environmental Sustainability

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999 (Cth)* (EPBC Act) requires Australian Government organisations to detail their environmental performance and contribution to Ecologically Sustainable Development (ESD). The table on this page provides an overview of the TSRA's environmental activities and operations in relation to Section 516A of the EPBC Act.

ESD Reporting Requirement

TSRA Response

How the TSRA's activities accord with the principles of ecologically sustainable development.

- ▶ The TSRA has issued an environmental policy outlining measures to improve its ecological sustainability. The policy is reviewed every two years. The next review is scheduled for 2011 - 2012.
- ▶ The TSRA's environmental risks are managed at the project, program and portfolio level and are captured in the organisation's Risks and Issues Registers.
- ▶ The TSRA maintains an Environmental Legal and Other Requirements Register.
- ▶ Environmental Management System (EMS) audits are conducted by the TSRA's Internal Auditor every two years. The next audit is scheduled in 2011 - 2012.

Outcomes contributing to ecologically sustainable development.

- ▶ The TSRA's Environmental Management Program contributes to ecologically sustainable development across all Torres Strait and Northern Peninsula Area Communities. This includes:
 - Improving animal management and pest control
 - Reducing waste management issues and environmental impact
 - Increasing the use of renewable energies
 - Managing the effects of climate change, specifically tidal inundation and erosion.

The TSRA is committed to managing its operations and those of its contractors to minimise adverse environmental impacts and protect the environment.

ESD Reporting Requirement	TSRA Response
Environmental impacts of operations	<ul style="list-style-type: none"> ▶ The TSRA is committed to managing its operations and those of its contractors to minimise adverse environmental impacts and protect the environment. There were no recorded adverse environmental impacts from TSRA activities in 2010 - 2011.
Measures taken to minimise environmental impacts	<ul style="list-style-type: none"> ▶ The TSRA requires its employees, contractors and suppliers to comply with the TSRA's Environment Policy and environmental management systems by: <ul style="list-style-type: none"> – Implementing conservation measures in the TSRA's offices – Minimising the environmental impacts through better design and material selection for new staff housing – Requiring contractors to comply with relevant environmental regulatory requirements and minimum environmental performance requirements – Managing and reporting environmental incidents. ▶ The TSRA monitors a range of environmental performance indicators, including energy use within TSRA offices, energy ratings of white goods purchased for TSRA staff housing, fuel consumption and vehicle performance. ▶ The TSRA has adopted appropriate technologies to reduce travel and its dependency on paper-based filing systems. This includes: <ul style="list-style-type: none"> – Telephone and video conferencing facilities – Use of iPads at all formal meetings, reducing paper consumption by 85,000 A4 sheets per year – Introducing an electronic document and records management system ▶ The TSRA has modernised its computing operations and has adopted virtual technologies as far as possible, to reduce the number of physical servers required to support business. The reduction to just two physical servers has significantly reduced energy consumption in relation to server power and cooling. The TSRA plans to implementing energy saving measures for workstations in 2011 - 2012, which will further reduce the impact of its computing environment.

Table 4-9
Compliance with the EPBC Act, Section 516A (Environmental Reporting)

Risk Management

The TSRA faces risks that can significantly affect the achievement of its objectives; risk is inherent in the achievement of its corporate strategies and in attaining the objectives of its programs and projects at every level of activity.

While the TSRA aims to minimise risks in critical areas such as health, safety and the environment it adopts a risk managed approach to decision-making, and devolves the management of risk to the most appropriate level within the organisation. The TSRA has formal risks and issues management processes for all projects, managed activities and programs

The TSRA emphasises management of risk that is:

- 1) dynamic - responsive to change and assists corporate learning and continuous improvement.
- 2) systematic - rigorous, transparent and explicit and taking into account stakeholder perspectives.
- 3) integrated and embedded in so far as practicable into established management planning, decision-making and reporting processes.

Risk management at TSRA is based on the better practice principles and processes, outlined in the International Standard AS/NZ31000:2009 *Risk Management - principles and guidelines on implementation*.



Prince of Wales Island.

Accountability

External Scrutiny

The TSRA is a statutory authority of the Australian Government and is accountable to the Federal Parliament and the Minister for Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

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 as agreed to by the Auditor-General and the TSRA. The 2010 - 2011 Audit was conducted in August 2011; 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 Annual Report.

Fraud Control

The TSRA has implemented a fraud control framework in accordance with the *Commonwealth Fraud Control Guidelines 2011*. The TSRA's Fraud Control policy was revised in May 2011 with the assistance of FaHCSIA's Fraud Control and Compliance Branch. The review was undertaken to ensure that the TSRA's fraud control framework remains relevant to the TSRA's business needs. No incidences of fraud were reported or detected during the year.

Internal Audit

The TSRA Board has established the TSRA Audit Committee as a key component of our governance framework. The Audit Committee is responsible for reviewing internal and external audit reports and for monitoring the implementation of audit recommendations. The Audit Committee's charter provides the framework for the conduct of the internal audit function in the TSRA and has been approved by the Board on the advice of the Audit Committee.

The external contractor, PDM Consultancy, is responsible for implementing the TSRA's internal audit program, which aims to provide assurance

The TSRA is a statutory authority of the Australian Government and is accountable to the Federal Parliament and the Minister for Families, Housing, Community Services and Indigenous Affairs.

that key risks are being managed effectively and efficiently, including compliance with regulatory requirements and policies.

Compliance Report

In accordance with Section 16(1)(c) of the *Commonwealth Authorities and Companies Act 1997 (Cth)* the TSRA provided the Finance Minister and the Minister for Families, Housing, Community Services and Indigenous Affairs with a letter from TSRA Directors. The letter advised that the TSRA had:

- ▶ complied with the provisions and requirements of the *Commonwealth Authorities and Companies Act 1997 (Cth)*.
- ▶ complied with the provisions and requirements of the Commonwealth Authorities and Companies Regulations 1997 and Commonwealth Authorities and Companies (Report of Operations) Orders 2008 (as amended or replaced).

A Compliance Index is incorporated as Section 7 of this Annual Report and a table, Compliance with Australian Government Statutes and Policies, is shown in Appendix 6.

Indemnities and Insurance Premiums for Officers

The TSRA has comprehensive insurance cover with the Australian Government insurer Comcover for its Board Members and officers. In

accordance with the contract of insurance with Comcover, the TSRA is prohibited from disclosing the details of this insurance.

Directors' Interests Policy

In accordance with the *Commonwealth Authorities and Companies Act 1997 (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 for each Director to make a formal declaration of their interests at each Board meeting. The declarations are recorded in the minutes of the meeting which are distributed to all communities through their elected Board members. The pecuniary interest processes apply to all governance committees of the TSRA.



Ugar Island.

Human Resources

Overview

The majority of TSRA's employees are located at TSRA facilities on Thursday Island, Queensland. In February 2011 the TSRA established an office in Cairns to reduce the size of its footprint on Thursday Island and to increase its capacity to attract skills not available in the Torres Strait.

Highlights in 2010 - 2011 included the recruitment of 21 Rangers into the TSRA's Environmental Management Program and the introduction of a Performance Development Program for all TSRA employees.

Workplace Agreement

All TSRA staff operate under the *TSRA Enterprise Agreement 2009 - 2011*. The terms and conditions of employment are set out in this agreement which, while designed to end on 30 June 2011, will remain in effect until replaced by the 2011 - 2013 agreement. The salary ranges for staff covered under the Enterprise Agreement range from \$37,256 for an APS level 1 staff member to \$114,555 for an EL2 staff member.

Between May and July 2011, the TSRA human resources team worked with various stakeholders to negotiate a new Enterprise Agreement for the period 2011 - 2014. The TSRA expects the new agreement to be in place by October 2011.

Payroll and Leave Records

The human resources and payroll company Frontier Software Pty Ltd provides software and support services so that the TSRA can provide payroll and leave services in-house.

Staff Development and Training

The TSRA's employees attended internal and external training courses throughout the year including program and project management training, career development assessment centre participation, cross cultural awareness training, Indigenous career trek workshops, career

development training, leadership training and effective writing skills.

As part of their induction, all new TSRA employees complete the Australian Public Service Commission's (APS) *Introduction to the APS*, which is delivered as an on-line program.

All TSRA employees attended Fraud Awareness workshops to raise awareness and knowledge regarding fraud and its effects on the TSRA. The TSRA also uses a wide range of computer based training products to assist staff with computer programs including all Microsoft applications, customer service skills, and telephone techniques.

Health and Safety Management Arrangements

The TSRA continues to fulfil its responsibilities under the *Occupational Health and Safety Act 1991 (Cth)*. The TSRA has a Health and Safety Committee consisting of TSRA staff, who are responsible for developing and implementing strategies to protect employees from risks to their health and safety.

There were no accidents or dangerous occurrences during the year that arose out of the conduct of undertakings by TSRA that required the giving of notice under Section 68.

There were no investigations conducted during the year that related to undertakings carried out by TSRA and there were no notices given to the TSRA under Section 29, 46 or 47 during the year.

The Health and Safety Committee works cooperatively to manage all of the TSRA's occupational health and safety policy and operational matters. Staff members are informed of current issues and receive occupational health and safety publications from Comcare. The TSRA has trained staff who undertake duties as first aid officers, fire wardens and occupational health and safety officers.

Workplace Health

The TSRA has an active injury management strategy in place and continues to use the services of an occupational therapist to provide ergonomic support to new employees and any employees experiencing pain or injury. On site flu vaccinations and a healthy lifestyle reimbursement of up to \$200 per year are available to all employees.

The TSRA has a Preventing Bullying and Harassment Policy in place and two trained Harassment Contact Officers are available to provide employee support. The TSRA engages Commonwealth Rehabilitation Services to provide short-term, confidential counselling services to all employees.

Equal Employment Opportunity

The TSRA is an Equal Employment Opportunity (EEO) employer and upholds the *Australian Public Service Values*. The TSRA provides a workplace that is free from discrimination and recognises the diversity of the Indigenous community that it serves. All TSRA staff receive up to date information on key developments in the human resources sector such as EEO, harassment free workplaces and workplace diversity. Staff can also access publications from the Australian Public Service Commission (APSC), the Department of Education, Employment and Workplace Relations (DEEWR) and other related agencies.

EEO statistical information is collected during the recruitment of TSRA staff and is provided to the Australian Public Service Commission. The TSRA's statistical data on EEO is set out on page 116.

Industrial Democracy

The TSRA fosters and promotes industrial democracy through regular management, program area and staff meetings. As appropriate, it consults with employees on:

- ▶ Major workplace changes
- ▶ The development of guidelines and policies applying to employment conditions
- ▶ Implementation of an Enterprise Agreement.

Property Management

The TSRA has a significant property portfolio which includes office accommodation at two sites on Thursday Island; residential accommodation, consisting of 38 houses and apartments; and the Gab Titui Cultural Centre. The TSRA also owns and maintains Green Hill Fort. Green Hill Fort is a Listed Place on the Commonwealth Heritage List.

During the 2010 - 2011 financial year, the TSRA, managed the construction of eight new residential apartments. The development was finalised in February 2011 and provides quality accommodation for TSRA staff and their families. This development has helped to reduce demand on the region's rental property market.

Privacy

The Privacy 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.



Changes to disability reporting in annual reports

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007 - 08, reporting on the employer role was transferred to the Australian Public Service Commission's *State of the Service Report* and the *APS Statistical Bulletin*. These reports are available at www.apsc.gov.au. From 2010 - 2011, departments and agencies are no longer required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by a new National Disability Strategy which sets out a ten year national policy

framework for improving life for Australians with disability, their families and carers. A high level report to track progress for people with disability at a national level will be produced by the Standing Council on Community, Housing and Disability Services to the Council of Australian Governments and will be available at www.fahcsia.gov.au. The Social Inclusion Measurement and Reporting Strategy agreed by the Government in December 2009 will also include some reporting on disability matters in its regular *How Australia is Faring* report and, if appropriate, in strategic change indicators in agency Annual Reports. More detail on social inclusion matters can be found at www.socialinclusion.gov.au.



Thursday Island.

Staff classification at 30 June 2011

Classification	Total Number of Staff
PEO	1
Executive Level 2	6
Executive Level 1	18
APS 6	21
APS 5	14
APS 4	9
APS 3	11
APS 2	9
APS 1	18
Trainee	1
Total	108

Table 4-10
TSRA's Staff Classification



Charlie Kaddy, Project Manager Policy and Engagement,
at the TSRA Planning workshop.

Representation of EEO Groups within classification levels at 30 June 2011

Classification	Male	Female	TSI and Aboriginal	Persons With Disability
PEO	1		1	
Executive Level 2	4	2		
Executive Level 1	10	8	5	
APS 6	11	10	8	2
APS 5	4	10	10	
APS 4		9	8	
APS 3	6	5	9	
APS 2		9	9	
APS 1	16	2	18	
Trainee	1		1	
Total	53	55	69	2

Table 4-11
TSRA's EEO Groups Within Classification Levels



Saibai Island.

