

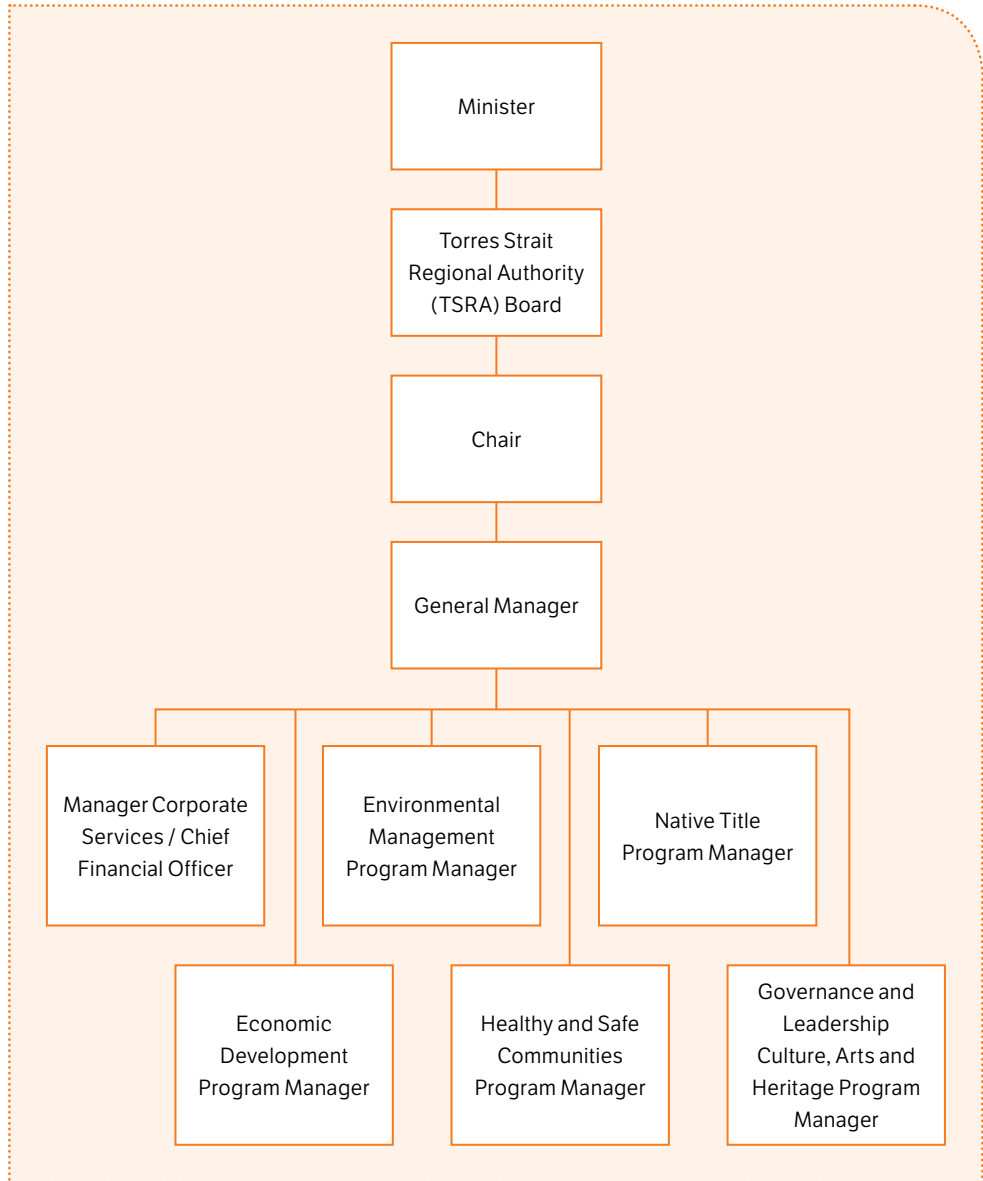


**Section Six:
Appendices**

Appendices

Appendix 1: Organisational Structure

TSRA Organisational Chart



Appendix 2: Freedom of Information

The Torres Strait Regional Authority (TSRA) is an agency subject to the *Freedom of Information Act 1982 (Cth)* (the FOI Act) and the *Freedom of Information Amendment (Reform) Act 2010 (Cth)*. In parallel with significant changes to its internal information management practices, the TSRA has implemented an Information Publication Scheme (IPS) as prescribed by the FOI Reform Act, under the guidance of the Office of the Australian Information Commissioner. The objective of this initiative is to:

- ▶ Incorporate the pro-disclosure values of the FOI Act into the TSRA's internal information management strategies.
- ▶ Establish processes and procedures that integrate IPS requirements into day-to-day information management practices.
- ▶ Identify and publish all information that is required to be published.
- ▶ Identify a plan for the publication of additional optional information.
- ▶ Develop mechanisms to ensure that information under the IPS is easily discoverable, understandable, machine readable, re-usable and transformable.

At the heart the Australian Government's FOI reforms is the requirement to improve the transparency and accessibility of Government information, its workings and decision making processes. In this context, public consultation is at the foundation of all policy changes undertaken by the TSRA, as mandated by our vision "Empowering our people, in our decision, in our culture, for our future".

Public comment can be submitted through dedicated community meetings which are conducted for specific policy issues. These meetings provide a mechanism for the public to be informed about the TSRA's activities, and to provide feedback on policy issues. The TSRA routinely

provides information and seeks feedback through media notices, including *The Chair's Column* - a regular column by the TSRA Chairperson published in the Torres News, and the *TSRA Newsletter* - a regular self published newsletter reporting the activities and achievements of the TSRA.

The TSRA is part of the Australian Government's Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) portfolio. Information about the portfolio can be found on the department's website, www.fahcsia.gov.au.

TSRA's Functions

As stated in Section 142A of the *Aboriginal and Torres Strait Islander Act 2005* the functions of the TSRA are to:

- (a) recognise and maintain the special and unique Ailan Kastom of Torres Strait Islanders living in the Torres Strait area;
- (b) formulate and implement programs for Torres Strait Islanders and Aboriginal persons, living in the Torres Strait area;
- (c) monitor the effectiveness of programs for Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area, including programs conducted by other bodies;
- (d) 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) assist, advise and co-operate with Torres Strait Islander and Aboriginal communities, organisations and individuals at national, State, Territory and regional levels;
- (f) 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) 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) undertake such research as is necessary to enable the TSRA to perform any of its other functions;
- (m) do anything else that is incidental or conducive to the performance of any of the preceding functions.

Structure of the TSRA

The TSRA is a Commonwealth Authority constituted under the *Aboriginal and Torres Strait Islander Act 2005*. It consists of an elected arm and an administrative arm. The elected arm is made up of a Chairperson, Deputy Chairperson, Alternate Deputy Chairperson, and Members, who are elected to office by Torres Strait Islander and Aboriginal people in their respective communities (see the 'TSRA Board' section

for more details). The administrative arm is the responsibility of the General Manager.

Provision of Funding

The TSRA is required to prepare estimates of receipts and expenditure for each financial year for submission to the Minister for Aboriginal and Torres Strait Islander Affairs under the Australian Government financial management framework of accrual accounting.

The TSRA operates a number of programs and sub-programs for the allocation of funds within the region including:

- ▶ Loans and grants for enterprises;
- ▶ Housing loans;
- ▶ Economic, social and cultural grants to community organisations and individuals;
- ▶ The administrative and elected arm operating costs;
- ▶ Funding for programs to be conducted by the State; and
- ▶ Funding for programs to be conducted by Regional Councils.

The actual allocation of money to the various programs is guided by the policies and strategies set by the TSRA Board. The administration also ensures that grants and loans are used in accordance with the purposes for which they are provided, and that grants and loans are appropriately acquitted.

Categories of Documents

The Corporate Services Section maintains paper and electronic files on TSRA budget expenditure; financial records; wages; client accounts; financial procedures; asset register; property management records; workplace agreement; recruitment, personnel files of TSRA officers; and Grants and Personnel Policy documents including instructions from the Australian Public Service



Commissioner; Department of Employment and Workplace Relations and the Remuneration Tribunal and Comcare. The Corporate Services Section is also responsible for files containing: engagement of consultants; Occupational Health and Safety; Equal Employment Opportunities; Industrial Democracy; responses to the Office of the Federal Privacy Commissioner, statistics for the Australian Bureau of Statistics, statistics for the Australian Quarantine Inspection Service, survey for the Australian National Audit Office, statistics for the Australian Public Service, statistics and information for the Remuneration Tribunal and responses to Freedom of Information activities. A number of manuals and guidelines are used in the TSRA's decision-making policies and guidelines, including the TSRA Decision Making Principles, Finance Procedures manual, and the Program, Administration and Personnel Delegation manuals.

The Governance and Leadership program area continues to maintain copies of the submissions that have been presented to the TSRA Board meetings; minutes of the TSRA Board meetings; TSRA Decision Sheets; and financial records relating to payment of TSRA members and meetings, as well as providing administrative support services to the office of the Chairperson. Governance and Leadership also maintains the Register for Ministerial Briefings and Responses to the Ombudsman. TSRA Program areas maintain files relating to program-specific activities.

Information about the TSRA, including details of its role and how it approaches this role, can be found in Section 3, Report of Operations on pages 80 - 87 of this report and online at www.tsra.gov.au. The TSRA's Board, General Manager and delegates may exercise decision-making powers under the following Acts, or parts thereof:

- ▶ *Aboriginal and Torres Strait Islander Act 2005 (Cth).*

- ▶ *Commonwealth Authorities and Companies Act 1997 (Cth).*

Members of the public can make representations in writing to the TSRA about a range of policies, and any other matters related to the organisation. The TSRA aims to provide information requested by public informally, wherever possible, and through disclosure in its IPS. FOI requests can also be directed to the TSRA FOI Co-ordinator. The TSRA holds documents either as paper records or on digital media. Requests for access to documents must be made in writing to the address shown below and include an address in Australia to which notices and documents can be sent:

By email: foi@tsra.gov.au

By post: Torres Strait Regional Authority
PO Box 261
Thursday Island, QLD, 4875

By fax: (07) 4069 1879

FOI applications are subject to administrative charges. The TSRA provides applicants with an estimate of the administrative charges for each request. If applicants are dissatisfied with a decision made under the FOI Act, they may apply for an internal review of the decision. In certain circumstances — such as financial hardship or if the release of the document in question is in the general public interest — administrative charges may be waived under section 29 of the FOI Act.

Freedom of Information statistics 2010 - 2011

Activity	Number
Requests on hand at 1 July 2010	Nil
New requests received during 2010 - 2011	Nil
Total requests on hand 30 June 2011	Nil

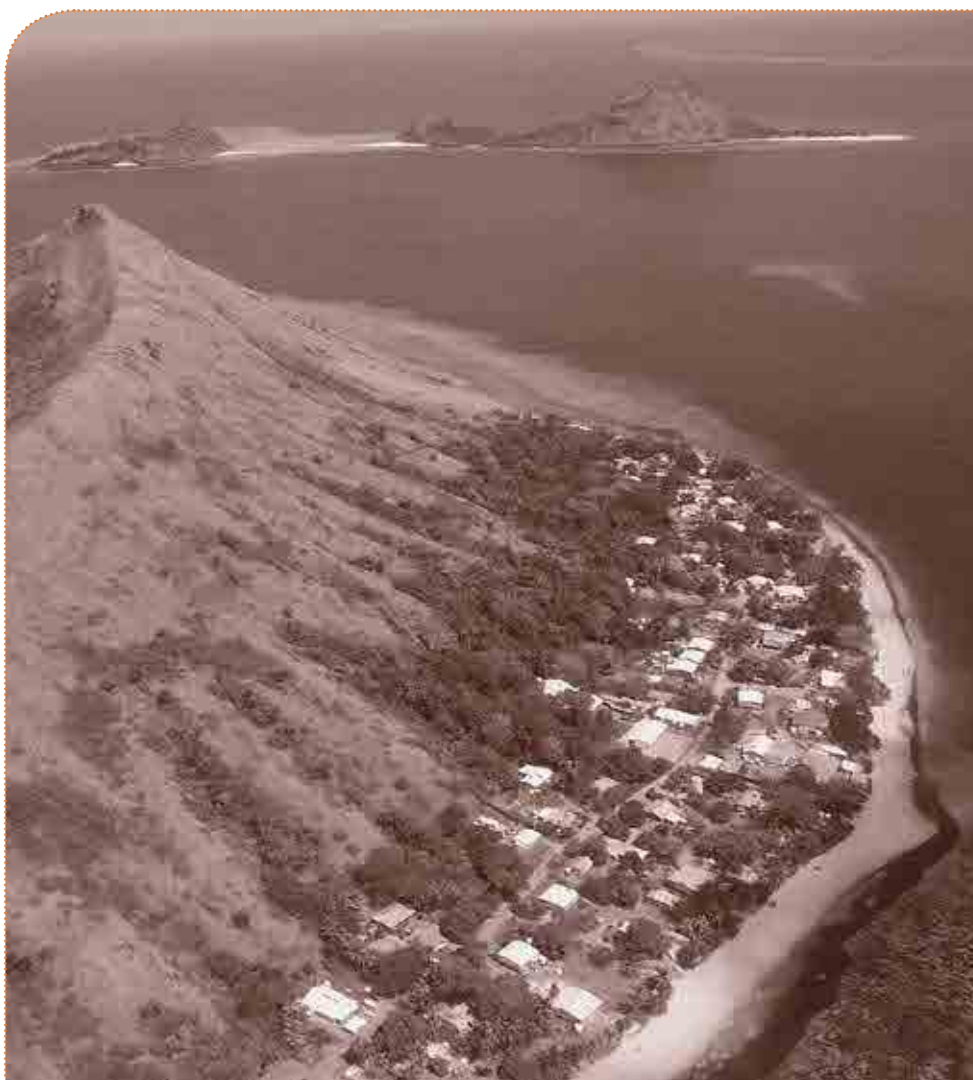
Table 6-1
Freedom of Information statistics 2010 - 2011

Appendix 3: Advertising and Market Research

The TSRA advertises all ongoing and non-ongoing (those exceeding twelve months) vacancies using the Online APS Jobs and SEEK websites, as well as other selected national advertising. For national advertising for tenders and recruitment the TSRA used the Commonwealth Government's preferred supplier AdCorp Australia Ltd. The TSRA also uses

the regionally based (Far North Queensland) print media for advertising job vacancies, publishing media releases and for the distribution of the TSRA Community Newsletters in line with Australian Government Procurement Guidelines.

No market research or polling and direct mailing of organisations was undertaken by the TSRA.



Mer Island.

Appendix 4: Details of Grants

Grantee	Purpose	Amount (\$)
Torres Strait Island Regional Council	Olandi Pearson Hall	48,398
Torres Strait Island Regional Council	Community Development Employment Program	4,847,102
Community Enterprises Australia (Torres Strait)	Community Development Employment Program	376,309
Mura Badulgal TSI Corporation RNTBC	Construction of PBC building	149,600
Erub Erwer Meta TSI Corporation	Document the key totems of the four Erub tribes	25,000
Torres Shire Council	Torres Strait WW2 Conservation Project Horn Island sites	10,000
Opnor Bakir Atabur TSI Corporation	Capacity Building for Divestment	93,600
Saibai Community Development TSI Corporation	Capacity Building for Divestment	93,600
Kailag Enterprises Ltd	Marketing plan, capital outlay and International Conference	45,000
The Roman Catholic Trust Corporation for the Diocese of Cairns - Our Lady of the Sacred Heart School	NAIDOC celebrations on Hammond Island	5,000
Mura Kosker Sorority Inc	Providing social support services in the Torres Strait region	160,000
Port Kennedy Association	Providing social support services in the Port Kennedy area	180,000
Badhulgaw Kuthunaw Mudh TSI Corporation	Repairs and Maintenance Badhulgaw Kuthinaw Mudh Arts Centre	50,000
Port Kennedy Association	Community After School program	51,317
Torres Strait Youth and Recreational Sporting Association Inc	The Operations of Torres Strait Youth and Recreational Sporting Association	450,000
Northern Peninsula Area Regional Council	Northern Peninsula Area Festival	15,000
Aboriginal and Torres Strait Islander Community Legal Services (Townsville NQ) Ltd	Legal Services	682,582
Torres Strait Island Regional Council	Heavy Equipment Management and Training Program	660,000
Torres Strait Island Regional Council	Transport Infrastructure Development Scheme	1,400,000
Torres Strait Island Regional Council	Water Related Infrastructure Management Support	1,700,000
Torres Shire Council	Winds of Zendath Cultural Festival	30,000
Roselind Moilang Barkus	Malu Minar Art of the Torres Strait Islands Exhibition New Caledonia	5,000

Grantee	Purpose	Amount (\$)
Mura Kosker Sorority Inc	Healthy Lifestyle	11,940
Torres Shire Council	Lift for Life	20,000
Torres Strait Island Regional Council	Refurbishment of Boigu Community Hall	50,000
Tropical North Queensland Institute of TAFE	Aged Care and Disability Care Training and Employment Program	73,000
Torres Strait Islanders Regional Education Council Inc	Supporting a Strait Start	97,000
Torres Strait Islanders Media Association Inc	Provision of Indigenous Broadcasting Services	639,696
Thursday Island Justice TSI and Aboriginal Corporation	Kuki Patrol - Night patrols of the Thursday Island Community	150,000
Torres Strait Island Regional Council	Poruma Urab Dance Tour	5,000
Torres Strait Islanders Media Association Inc	12th National Remote Indigenous Media Festival	5,000
Community Enterprises Australia (Torres Strait)	Community Development Employment Project	22,034,111
Torres Strait Island Regional Council	Mabuyag History, Culture and Environment Publication	5,000
Northern Peninsula Area Regional Council	Major Infrastructure Program	5,000,000
Torres Shire Council	Major Infrastructure Program	9,000,000
Torres Strait Island Regional Council	Major Infrastructure Program	4,350,000
Erub Erwer Meta TSI Corporation	Erub Erwer Meta Operations	60,000
Badhulgaw Kuthunaw Mudh TSI Corporation	Badhulgaw Kuthinaw Mudh Operations	60,000
Ngalmun Lagau TSI Corporation	Ngalmun Lagau Minal Operations	60,000
Mura Kosker Sorority Inc	Writers residency - Talks and seminars on writing grant applications	6,268
Mura Kosker Sorority Inc	Sandra Pilot Photography Project and Exhibition	20,500
Torres Strait Island Regional Council	Poruma and Badu publication on Tagai constellation	25,000
Badhulgaw Kuthunaw Mudh TSI Corporation	Art and Craft Workshops	25,000
Mura Kosker Sorority Inc	Ina Titasey Life Story	20,000
Torres Shire Council	Queensland Music Festival	25,000
Tagai State College	Publication of Kulkalgaw Ya Dialect	25,000
Tagai State College	Ukelele workshops	5,000
Torres Shire Council	Mural painting on Ngurupai Sports Complex	14,000
Erub Erwer Meta TSI Corporation	Ghostnets across the Gulf	15,000
Mura Kosker Sorority Inc	Sewing Projects	13,000
The Roman Catholic Trust Corporation for the Diocese of Cairns - Our Lady of the Sacred Heart School	Two day Cultural Workshop	6,995

Grantee	Purpose	Amount (\$)
Tagai State College	Celebration of the Arts week	7,870
Kailag Enterprises Ltd	Yorke Island Pearl farm Feasibility Study	45,000
Badu Island Foundation Ltd	Upgrade Fuel delivery Systems	80,000
Badu Island Foundation Ltd	Badu Quarry redevelopment	9,455
Erub Erwer Meta TSI Corporation	Images for living	27,000
Torres Strait Island Regional Council	Warraber Multi Function Centre	153,000
Horn Island Aboriginal Corporation	Block Plant Study	50,000
Kaurareg Aboriginal Land Trust	Ngurapai Farm Project	30,000
Erub Erwer Meta TSI Corporation	Brisbane Torres Strait Island Festival Saam Karem Era Kodo Mer Dance Troupe	25,000
Ngalmun Lagau TSI Corporation	Traditional Dance development	11,000
Kulkalgal (central Islands) Development Association Inc	Tony Harry Solo exhibition and new business venture	6,000
Torres Shire Council	2011 Puliima National Indigenous language conference	6,500
Mer Gedkem Le TSI Corporation RNTBC	Mabo day celebrations	12,750
Torres Strait Island Regional Council	2011 Dance Tour to Brisbane	22,500
Lena Passi Womens Shelter	Cairns Indigenous Art Fair	30,000
Torres Shire Council	Lions lookout upgrade	40,000
Badu Island Foundation Ltd	Police Indigenous Cultural Exchange Program	12,665
Erub Erwer Meta TSI Corporation	CD Production	14,600
Torres Strait Island Regional Council	2011 Brisbane TSI Celebrations MDW Maiso Dance Troupe	23,200
Torres Strait Island Regional Council	2011 Brisbane TSI Celebrations Balasa Ya Kwaya	31,900
Torres Strait Island Regional Council	Yorke Community Hall	265,050
Torres Strait Island Regional Council	Refund of unused grant funds paid in the last financial year- Cultural Festival on Mabuiag Island	-20,000
Australian Rural Leadership Foundation	Funding for Australian Rural Leadership Indigenous Programs	102,545
Tropical North Queensland Institute of TAFE	Micro Business Operations course delivery fees	43,404
Australian Rural Leadership Foundation	Participation in the Australian Rural Leadership Program	60,000
Total		53,988,457

Table 6-2
Details of Grants

Appendix 5: Details of Consultants

Consultants Name	Amount (\$)	Purpose	Selection Process	Justification
3D Environmental Vegetation Assessment and Mapping Specialists	283,773	Ecosystem mapping	Direct Sourcing	B
Accsys Consulting	25,774	Accounting and system support	Direct Sourcing	B
Aecom Australia Pty Ltd	25,731	Environmental management consultancy	Direct Sourcing	B
Answerz IT Consulting	8,680	IT Support	Direct Sourcing	B
Aquatic Logistics	26,800	Environmental management consultancy	Direct Sourcing	B
Arafura Consulting	103,950	Anthropological consulting	Direct Sourcing	B
Arenelle Pty Ltd	111,905	In-house training / coaching and project development	Direct Sourcing	C
Australian Government Solicitor	60,156	Legal Services	Direct Sourcing	B
Black and More	50,033	Engineering Services	Direct Sourcing	B
Blair Environmental Consulting Services	6,818	Environmental management consultancy	Direct Sourcing	B
Chalk and Fitzgerald	168,294	Native Title Legal services	Direct Sourcing	B
CSIRO	32,500	Environmental management consultancy	Direct Sourcing	C
David Saylor	12,397	Native Title Legal services	Direct Sourcing	B
David Yarrow	9,000	Native Title Legal services	Direct Sourcing	B
Davidson Marine Consultants	103,121	Maritime services	Direct Sourcing	B and C
Davidson Workplace Solutions	30,548	Workplace relations	Direct Sourcing	B
Deltapoint Pty Ltd	18,062	Human Resources support	Direct Sourcing	B
DELV Pty Ltd	79,226	IT Support	Direct Sourcing	B
Department of Environment and Resource Management	9,091	Environmental research	Direct Sourcing	B
Department of Primary Industries and Fisheries	40,500	Environmental research	Direct Sourcing	B
DFK Kidsons	89,656	Internal Audit Reviews	Direct Sourcing	C



Consultants Name	Amount (\$)	Purpose	Selection Process	Justification
Diana Abiad	30,000	Training support	Select Tender	B
Effective Governance	130,000	Governance review	Open Tender	C
Environmental Systems Solutions	83,800	Environmental management consultancy	Open Tender	B
Far North Consulting Group	13,394	Economic Development consultancy	Direct Sourcing	B
Felicity Wright	34,480	Economic Development consultancy	Select Tender	B
Frank van Schagen and Associates Pty Ltd	14,056	Training support	Direct Sourcing	C
Gadens Lawyers Perth Pty Ltd	4,337	Native Title Legal services	Direct Sourcing	B
Garrick Hitchcock	5,000	Anthropological consulting	Direct Sourcing	B
Gilkerson Legal	154,792	Native Title Legal services	Direct Sourcing	B
Go Marine Surveyors	37,315	Maritime services	Direct Sourcing	B and C
Greg McIntyre S.C.	24,725	Native Title Legal services	Direct Sourcing	C
Halletts Financial Services Group Pty Ltd	8,340	Tax advice	Direct Sourcing	B
HLB Mann Judd	8,200	Trust Accounting advice	Direct Sourcing	B
HWL Ebsworth Lawyers	8,982	Native Title Legal services	Direct Sourcing	B
Icognition Pty Ltd	42,586	IT Support	Direct Sourcing	B
James Cook University	25,655	Environmental research	Direct Sourcing	B
James Cook University	50,000	Environmental research	Direct Sourcing	B
James Cook University	35,736	Environmental research	Direct Sourcing	B
Jessups	15,000	Economic Development consultancy	Select Tender	B
Jim Brooks	34,907	Native Title Legal services	Direct Sourcing	C
Joanne Lambden and Associates.	61,420	Review of future support for Prescribed Bodies Corporate	Open Tender	B and C
John Sheehan	15,000	Native Title Legal services	Direct Sourcing	B
JPS Consultancy	4,153	Business Readiness	Select Tender	B
Leftfield Productions	51,732	Documentary Services	Select Tender	B

Consultants Name	Amount (\$)	Purpose	Selection Process	Justification
Lloyd Consulting Pty Ltd ATF The Lloyd Family Trust	5,658	Facilitate Program Planning meeting	Direct Sourcing	B
Longley Stapleton	127,727	Accounting and Systems support	Open Tender	B
McGees Property	3,500	Methodology for Native Title Compensation	Direct Sourcing	
P and E Law	58,416	Native Title Legal services	Direct Sourcing	C
Pegasus Studios	60,000	Cultural Arts Audit	Direct Sourcing	B
People and Strategy	44,885	Human Resources Support	Direct Sourcing	B
Queensland Corporate Communications Network	142,767	Communications review	Open Tender	C
Queensland Department of Employment, Economic Development and Innovation	109,500	Environmental research	Direct Sourcing	B
R and B Creative Communications	9,905	Design Services	Select Tender	B
Reef and Rainforest Research Centre	58,906	Environmental research	Direct Sourcing	B
Robert Blowes	225,739	Native Title Legal services	Direct Sourcing	B
Roe Legal Services Pty Ltd	400	Native Title Legal services	Direct Sourcing	B
Savvy Community Development Consultants	30,718	Environmental research	Direct Sourcing	B and C
Stephanie Duce	9,091	GIS support	Direct Sourcing	B
Sturt Glacken SC	409	Native Title Legal services	Direct Sourcing	B
Tagai State College	100,000	Environmental Management	Direct Sourcing	B
Tom Keely	66,324	Native Title Legal services	Direct Sourcing	B
Torres Strait Island Regional Council	719,165	Environmental Management	Direct Sourcing	B



Consultants Name	Amount (\$)	Purpose	Selection Process	Justification
Torres Strait Island Regional Council	369,438	Environmental Management	Direct Sourcing	B
Torres Strait Island Regional Council	103,050	Environmental Management	Direct Sourcing	B
Torres Strait Island Regional Council	5,484	Environmental Management	Direct Sourcing	B
Torres Strait Island Regional Council	180,000	Environmental Management	Direct Sourcing	B
Tropical North Qld Institute of TAFE	5,455	Arts program support	Direct Sourcing	B
Moore Stephens Canberra Pty Ltd	43,056	Independent Chairing of TSRA's Audit Committee	Select Tender	C
PDM Consultancy	74,887	Internal Audit services	Select Tender	C
Tina Jowett	3,898	Native Title Legal services	Direct Sourcing	B
Total Consultants	4,748,003			

Justification Code:

A: Skills currently unavailable within TSRA

B: Need for specialised or professional skills

C: Need for independent research or assessment

Table 6-3

Details of Consultants



Horn Island.

Appendix 6: Compliance with Australian Government Statutes and Policies

Under the Commonwealth Authorities and Companies (Report of Operations) Orders 2008, Schedule 1, clause 12 the TSRA is required to provide particulars of general policies that apply to the organisation, as a Commonwealth Authority under Section 28 of the *Commonwealth Authorities and Company Act 1997*.

Additionally under the Commonwealth Authorities and Companies (Report of Operations) Orders 2008, Schedule 1, clause 17 the TSRA needs to provide details of other statutory requirements that apply to its operations throughout the reporting period.

The following table details both the policies (as per clause 12) and the statutory requirements (as per clause 17) that apply to the TSRA.

Statute / Government policy	Obligation	Compliance
<i>Aboriginal and Torres Strait Islander Act 2005 (Cth)</i>	Various	Fully compliant, please see Compliance Index, Section 7
Australian Competitive Grants Register (ACGR)	Comply with eligibility for inclusion on ACGR	Not applicable
Competitive Neutrality (CN)	Comply with CN Policy as provided by Treasury	Compliant
Energy Efficiency in Government Operations	Comply with Australian Greenhouse Office energy data reporting requirements	Compliant
Fraud Policy	Comply with Commonwealth Fraud Control Guidelines	Compliant TSRA has a fraud control plan in place
<i>Freedom of Information Act 1982 (Cth)</i>	Comply with <i>Freedom of Information Act 1982 (Cth)</i>	Compliant See Appendix 2
<i>Privacy Act 1988 (Cth)</i>	Comply with <i>Privacy Act 1988 (Cth)</i> - Personal Information Digest	Compliant No breaches to <i>Privacy Act 1988 (Cth)</i> during 2010 - 2011
Protective Security Policy Framework	Attorney Generals Department Australian Government Protective Security Survey	Compliant No breaches to the Protective Security Policy Framework during 2010 - 2011
Senate Continuing Order No.6 as varied by the Senate on 3 December 1998	TSRA to provide FaHCSIA with an indexed list of file title created each six monthly period to comply with Senate Order	Compliant

Table 6-4
Compliance with Australian Government Statutes and Policies

Appendix 7: Explanation of Program Budget Variance

This appendix is in reference to the Appropriation Program Expenditure table found on page 13 and details the reasons behind the variance for each program area's expenditure against budget.

During 2010 - 2011 the TSRA operated under a program structure which was focussed on the delivery of outcomes and realisation of measurable benefits against the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029* and the *Torres Strait Development Plan 2009 - 2013*.

The table on page 13 provides a comparison between the TSRA program spend during 2010 - 2011 and the appropriation budget for the same period. As can be seen from the table, TSRA programs were allocated a budget for 2010 - 2011 totalling \$70.558 million. This budget amount is in line with revenue from the Australian Government, as per Portfolio Budget Statement \$69.758 million plus a modest interest allocation of \$0.8 million. The actual programs spend during the year totalled \$70.090 million resulting in a small variance as compared to budget of \$0.468 million.

The TSRA program budget for 2010 - 2011 was approved by the TSRA Board in June 2010. Throughout the 2010 - 2011 year TSRA management used best endeavours to monitor and re-evaluate the financial performance of the TSRA. The early identification of potential underspends in some Programs provided an opportunity for the TSRA to fund initiatives that could not initially be supported through various funding rounds in 2010 - 2011.

The following programs have recorded small underspends for the financial year 2010 - 2011. The underspends can be attributed to efficiencies linked to operational activity throughout the year.

Program Area	Variance \$'000
Culture, Art and Heritage	56
Economic Development	46
Governance and Leadership	15
Healthy Communities	22
Native Title	11
Safe Communities	37

Table 6-5
Program Budget Variance

The Environmental Management program recorded an underspend of \$0.281 million as compared to budget. The underspend can be attributed to a decision to defer some project activity until the 2011 - 2012 financial year. The main reason for deferring some projects was the increased activity associated with bringing the externally funded Ranger Program (21 new employees) in-house.

