



**Torres Strait
Regional Authority**

**Annual Report
2014 - 2015**



Australian Government



TSRA

www.tsra.gov.au

**Torres Strait
Regional Authority**

**Annual Report
2014 - 2015**

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 after this Annual Report was prepared for tabling in Parliament in October 2015 and we offer our apologies for any distress caused if this occurs.

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VISION

Empowering our people, in our decision, in our culture, for our future

Kala Lagau 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

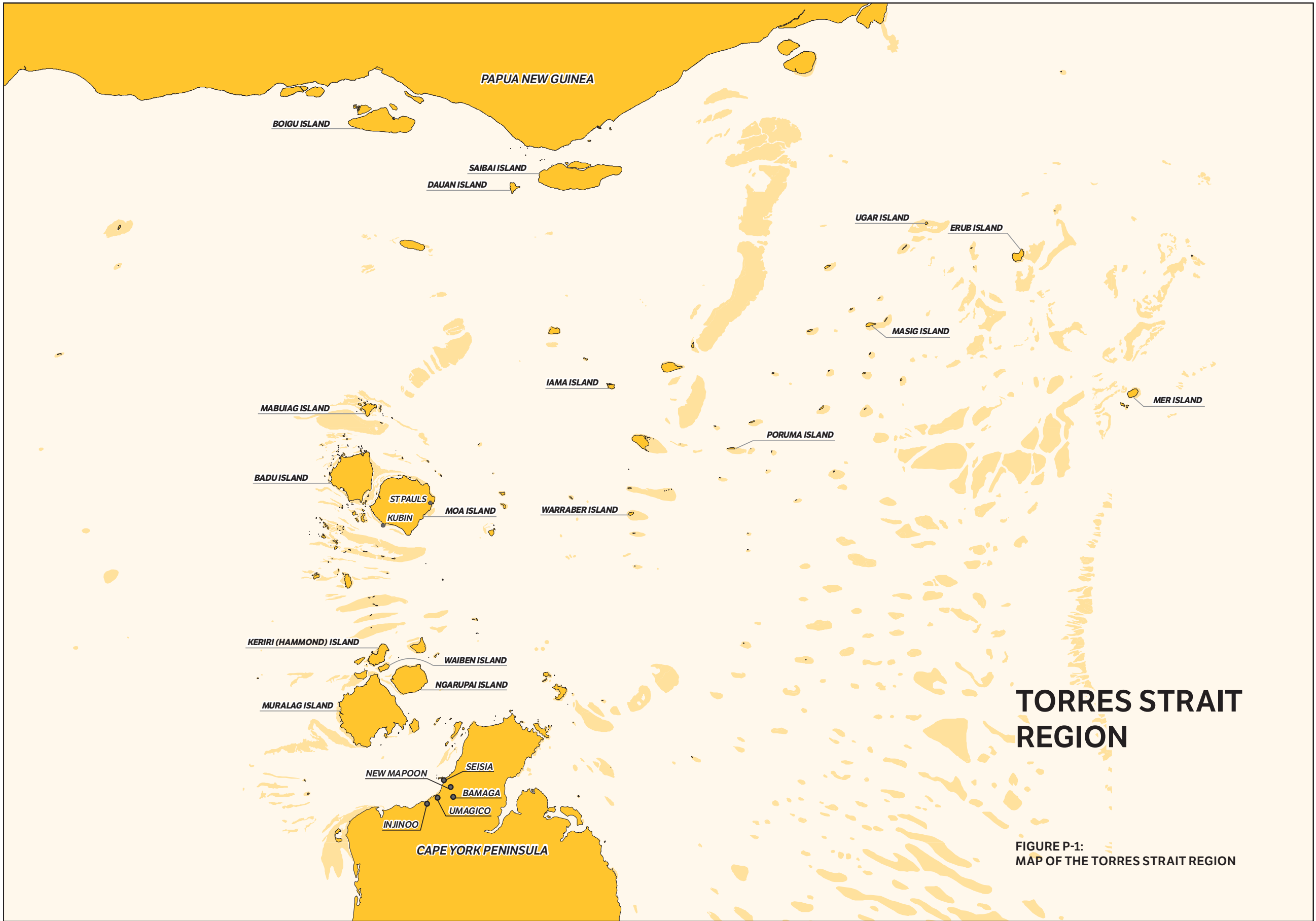
Kala Kawau Ya

Ngalpan moebaygal thoepoeriwoeyamoeyn, ngalpan ya kuduthoeraynu, ngalpan igililmaypa, sepa setha wara goeygil sey boey wigel

The Indigenous people of the Torres Strait are of Aboriginal and Melanesian origin and speak two distinct traditional languages. In the Eastern Islands the traditional language is Meriam Mir, while the Western and Central Island groups speak either Kala Lagau Ya or Kala Kawau Ya, which are dialects of the same language. 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.



PAPUA NEW GUINEA

BOIGU ISLAND

SAIBAI ISLAND

DAUAN ISLAND

UGAR ISLAND

ERUB ISLAND

MASIG ISLAND

IAMA ISLAND

MER ISLAND

MABUAG ISLAND

PORUMA 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

TORRES STRAIT REGION

FIGURE P-1:
MAP OF THE TORRES STRAIT REGION



Saibai wetlands.

HIGHLIGHTS AND ACHIEVEMENTS

Fisheries – Towards 100 Per Cent Ownership

It has long been the aspirations of the Traditional Owners of the sea and land in the Torres Strait to achieve 100 per cent ownership of all fisheries in the region. The fisheries include finfish, tropical rock lobster, hand collectables and prawn. The TSRA is pleased to report that the bêche-de-mer fishery, which forms a significant and high value component of the hand collectables fishery, is now 100 per cent owned by Torres Strait Islander and Aboriginal people. This is the second fishery, after finfish, to be wholly owned. The TSRA's Fisheries Programme will continue to work towards full ownership of the tropical rock lobster fishery (currently 56 per cent owned) and the prawn fishery, for which there is currently no ownership.

Addressing Gender Imbalance

The Torres Strait region lags significantly behind other Australian Indigenous regions in achieving balanced gender representation on elected bodies. A study by the Australian Institute of Aboriginal and Torres Strait Islander Studies conducted in 2013 indicated a gender ratio of 80:20 (males to females) in the Torres Strait compared to a ratio of 50:50 in other regions. In 2014 - 2015 the TSRA partnered with the Australian Rural Leadership Foundation to design a leadership programme for the women of the Torres Strait. This programme focuses on developing the skills women need to represent their communities in public office. Four women completed the pilot course this year and ten places are being offered on the 2015 - 2016 course.

From Grant Dependency to Self-Reliance

Since native title was determined on 3 June 1992 for the Meriam people on Murray (Mer) Island, the number of determinations has increased to 22, with the determination for the Kulkalgal people on 20 June 2014. There are 21 Registered Native Title Bodies Corporate, also known as Prescribed Bodies Corporate (PBCs) in the Torres Strait. The TSRA has been working with PBCs since their inception to develop their capacity to control their own affairs to manage native title and engage effectively with native title holders. Until this year all PBCs were reliant on the TSRA for funding to support their operations. In 2014 - 2015 the TSRA entered into agreements with the Mura Badulgal and Mer Gedkem Le PBCs, located on Badu and Mer Islands, to move away from reliance on grant funding to a fee-for-service model. This achievement is documented further in the Governance and Leadership Programme case study on page 78.

Caring For Our Country

The TSRA ranger programme has expanded to 45 rangers and six vessels across 14 communities. The sixth vessel was inaugurated on Erub (Darnley Island) in January 2015. The TSRA is funded by the Department of the Prime Minister and Cabinet to continue the ranger programme through to July 2018. The TSRA has engaged a dedicated compliance officer to raise awareness of the community-based management of marine turtle and dugong in the region. Rangers are actively

involved in a range of land and sea care activities, including turtle tagging, seagrass monitoring, removal of ghost nets, feral animal control, weed control and protection from invasive species.

Introduction of the PGPA Act 2013

The TSRA has completed the conversion of its policies and procedures from the *Commonwealth Authorities and Companies Act 1997* (CAC Act) to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and PGPA Rule 2014. The TSRA engaged Effective Governance to provide PGPA training to the TSRA's Board. The TSRA Board Charter has been rewritten to ensure that Board members have access to the latest governance policies. Training for TSRA staff is scheduled to be completed in July 2015.

Mid-Term Performance Review

The TSRA Board Charter required the Board to undertake a mid-term performance review. The TSRA engaged MLCS Corporate to review all Board papers between 2012 and 2015 and to attend as observers at Board Meeting 93 in March 2015. Board members and senior TSRA staff were interviewed and a performance survey instrument was developed. As of 30 June 2015, the review was being finalised.

Pathways to Employment

The TSRA Economic Development Programme, in partnership with the Australian Maritime Safety Authority, Maritime Safety Queensland and the Australian Maritime College, is delivering the



Treaty awareness visit, Papua New Guinea.

Torres Strait Maritime Pathways Project (TSMPP). The TSMPP has two key outcomes: providing accredited training in commercial fisheries and seafood handling (12 students); and providing accredited training for a Certificate II in Maritime Operations (55 students). In 2014 - 2015, 70 students attended TSMPP training-related activities, achieving a 100 per cent pass rate. Since commencing the TSMPP in 2013, 83 graduates have moved into full-time work in fisheries or maritime industries. The number of maritime safety incidents in Torres Strait waters has dropped from a high of 258 in 2007 to 118 in 2014. The TSMPP creates jobs and saves lives: it is a success story for the delivery agencies and the participants. This achievement is documented further in the Economic Development Programme case study on page 46.

A Focused Economic Development Strategy

In 2014 - 2015, the TSRA reviewed the outcomes from its Community Economic Initiatives Scheme (CEIS). CEIS was predominantly an economic development grant programme to assist Torres Strait Islander and Aboriginal Torres Strait Islander people to enter or improve commercial ventures. The review found the scheme had not contributed significantly to Indigenous employment and recommended a more strategic approach be taken to economic investment. The TSRA has designed a new regional economic development strategy, and the first two economic development forums towards implementing the strategy were conducted in 2014 - 2015. The third forum is to identify specific industry opportunities for targeted assistance, and is scheduled in the second half of 2015.

Engaging With Our Communities

The TSRA's Governance and Leadership Programme and Native Title Programme have assisted 21 PBCs in the region to maintain their compliance with the requirements of the Office of the Registrar of Indigenous Corporations. This is the fourth consecutive year that full compliance has been achieved.

The TSRA is working with the Gur A Baradharaw Kod (GBK) Sea and Land Council, which has representation from all Torres Strait communities, to develop their capacity to manage native title and support the region's PBCs. The GBK aspires to take over the Native Title Representative Body (NTRB) role when the TSRA's appointment as the NTRB ends on 30 June 2016. This year the TSRA assisted the GBK to complete consultations with Torres Strait Islander communities throughout the region and in mainland regional centres in Cairns, Townsville and Mackay.



TSRA 20-year anniversary celebrations.

The TSRA Chairperson and Chief Executive Officer conducted eight community consultations, providing an opportunity for community members to hear presentations from each of the TSRA's programmes on the services being delivered throughout the region. The two-day visits provide an opportunity for community deputations to discuss issues directly with the TSRA's senior leadership team.

Employment

On 14 June 2015, the TSRA completed the migration of the remaining Community Development Employment Projects participants to Centrelink payments. Some 46 Remote Jobs and Communities Programme jobseekers were transitioned into permanent full-time employment positions and a further 196 commenced part-time employment.

Access to Healthy Food

The sustainable horticulture project, which is operated by the TSRA's Environmental Management Programme, expanded from four communities in 2013 - 2014 to 13 communities in 2014 - 2015. The TSRA delivers a horticulture in schools programme in collaboration with the Tagai State College. This project has supported the employment of an environmental education coordinator based at Tagai College. Two campuses in the region received awards from the Great Barrier Reef Marine Park Authority for their level of community engagement and produce from the gardens.

Integrated Service Delivery

The TSRA, in partnership with Australian and Queensland government agencies, local government and non-government organisations in the region, is delivering against the service and infrastructure shortfalls identified in the *Torres Strait and Northern Peninsula*

Area Regional Plan 2009 - 2029 Integrated Service Delivery (ISD) community booklets. Community consultations undertaken in 2008 and 2009 identified 1,613 service gaps. In 2014 - 2015, 773 service gaps (48 per cent) had been addressed, 382 (24 per cent) were in progress and 309 (19 per cent) had not yet commenced. The remaining 149 (9 per cent) of the items identified by communities had been assessed as not feasible or as a commercial or non-government responsibility.

During community consultations in 2014 - 2015, five duplications were identified and the baseline was adjusted to 1,608 service gaps. As of 30 June 2015, the figures had improved to 1,034 (64 per cent) addressed, 209 (13 per cent) in



Prince of Wales, consultations.

progress and 87 (5 per cent) not yet commenced. The remaining 278 (17 per cent) of the items identified by communities had been assessed as not feasible or a commercial or non-government responsibility. Statistics for each of the Council of Australian Governments building blocks for Closing the Gap in disadvantage between Indigenous and non-Indigenous Australians are included in Section 3 of this report.

Promoting and Advocating Critical Issues for the Region

The TSRA Chairperson, supported by the portfolio members and other Board members, participated in 35 meetings with Government Ministers and

senior departmental officials. These meetings help ensure that matters of relevance and importance to Torres Strait Islander and Aboriginal people in the region are being taken into account for new policies and service delivery. A number of these meetings are described in Section 1 of this report, in the Chairperson's message.

The Torres Strait Regional Authority in its role as the Native Title Representative Body for the region has two native title determinations in progress. The Native Title Office has successfully negotiated social housing Indigenous Land Use Agreements with eight communities, enabling the Queensland Department of Aboriginal and Torres Strait Islander Partnerships to commence the social housing programme, on 76 lots.



Church on beach at Ugar.



Poruma, sandbags for erosion protection.

OPPORTUNITIES AND CHALLENGES

Opportunities

To Explore Alternative Energy Sources to Facilitate Regional Growth

With the exception of a small (1,600 MWh) wind turbine installation on Thursday Island, all other power generation in the Torres Strait is from diesel generators. All fuel is transported by barge from Cairns. The cost of electricity for new industry would be prohibitive without further investment in alternative energy sources or subsidies.

The Torres Strait is situated in the northeast / southwest monsoon belt and there are regular strong tidal flows. There are opportunities for research and investment into further wind power and tidal flow power generation.

To Secure Land Tenure for Social Housing and Home Ownership

Securing land tenure for infrastructure development is both an opportunity and a challenge. As native title issues are resolved and tenure is secured through negotiated Indigenous Land Use Agreements, the Queensland Department of Aboriginal and Torres Strait Islander Partnerships is able to deliver social housing outcomes in communities. In areas where it is possible to establish freehold and leasehold land the TSRA is able to work with potential home owners by offering subsidised home loans. The TSRA is ready to partner with the Torres Shire Council and the Torres Strait Island Regional Council to identify 'good renters' who can be assisted into home ownership. While these opportunities are available, they can only be realised when land tenure is resolved.

To Improve the Outlook for Torres Strait Fisheries

In partnership with the Protected Zone Joint Authority, the TSRA is consulting with Torres Strait communities on the draft roadmap towards 100 per cent ownership of fisheries within the Torres Strait. When finalised, the roadmap will set out the priorities and strategies to move Torres Strait fisheries towards the 100 per cent ownership aspiration.

The TSRA is progressing the Finfish Fishery Action Plan project. The project is designed to increase participation in this fishery and increase the benefits from the fishery to Torres Strait communities. Economic benefits can be achieved by assisting potential commercial fishers to actively participate in the industry. The action plan will also provide guidance to the TSRA on the investment of funds raised through the leasing of sunset fishing licences in this fishery.

To Improve Communication Within and Between Communities

The Torres Strait Islanders Media Association (TSIMA) and the Torres Strait Island Regional Council have drafted a contract to transition the management of the region's 14 Remote Indigenous Broadcasting Service stations to the TSIMA. The TSRA has assisted TSIMA to establish four stations this financial year. It is estimated another two years will be required to bring the remaining ten stations on air. The TSRA is also actively engaged in using social media, through Facebook, Twitter and YouTube.

To Improve Telecommunication Services Throughout the Region

Telecommunications infrastructure in the Torres Strait area is poor, particularly for communities on outer islands. This impacts on service delivery and social inclusion. The TSRA has entered into a partnership with Telstra to develop a voice and data communications strategy for the Torres Strait area and to prepare an implementation plan. The TSRA funded Telstra to conduct a feasibility study to improve communications infrastructure throughout the Torres Strait area. Telstra has committed \$15.0 million to this project and has commenced equipment and tower upgrades. The TSRA has allocated \$1.8 million towards this project. The total cost of the communications upgrade will be \$25.44 million. The TSRA is exploring options with the Australian Government to provide the \$8.6 million in additional funding required to complete this project.

Challenges

Geography

The geography of the Torres Strait area influences our capacity to deliver services to the region. The cost of delivering services and infrastructure to the Torres Strait area is significantly higher than most other areas in Australia due to the air and sea travel and freight costs.

Land Tenure

The security of land tenure for investment remains the most significant challenge to growth in the region. The region has a combination of freehold, Torres Strait freehold, native title, Deed of Grant in Trust, and Katter leases. Businesses and some individuals hold leases which may be registered or unregistered, under a range of legislation. Few businesses or individuals are able to use



Boigu esplanade.

land as security for borrowing. The lack of tenure and its impact on access to loan funds impacts on economic growth. The simplification of land tenure regimes would increase opportunities for private investment.

Air Travel Costs

The cost of travel to the region remains an impediment to the growth of tourism as an industry. The Cairns – Horn Island air route was deregulated on 1 January 2015 thus opening the route to other operators. However, this has not led to increased competition on this route; the cost of travel to the region and within the region remains high.

Collecting Valid Fisheries Data

The majority of Torres Strait Islander and Aboriginal fishers in the Torres Strait area

operate with Torres Strait Traditional Inhabitant Boat (TIB) licences, issued under the *Torres Strait Fisheries Act 1984* (Cth). TIB fishers are not required to maintain catch logs or to report catch. Accurate catch data for the Torres Strait area is therefore not available and the TSRA relies on estimates provided by the Australian Fisheries Management Authority to report on the performance of initiatives undertaken by the TSRA Fisheries Programme.

Freight and Road Infrastructure

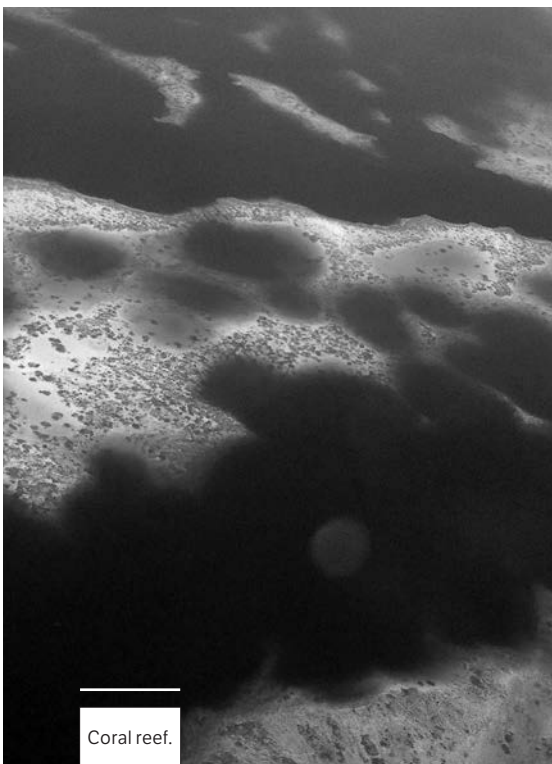
All freight into the Torres Strait arrives by sea or air from Cairns. The road north of Cooktown (to Bamaga–Seisia) cannot be used as a freight corridor. An all-weather road link between Cairns and Cape York would provide an alternative freight route and open the region for tourism and investment.

Adaptation to Rising Sea Levels and Temperature Change

While work has commenced on the construction of sea walls to mitigate tidal inundation damage for six of the low-lying Torres Strait islands, increasing sea levels remains a concern for the long-term viability of some communities. The TSRA is working with the Queensland Government and the Torres Strait Island Regional Council to establish a clear process to develop and implement appropriate adaptation measures regionally and at community level.

Regional Governance

The elected leaders in the region from the TSRA and the three local government bodies continue to advocate to achieve the region's aspirations for a governance model that would provide greater autonomy. The TSRA Board members are participating in these ongoing discussions to develop a model of governance for the region that will both address the leaders' aspirations and facilitate the effective delivery of government services.



Coral reef.

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Canoe, Saibai.



Badu and Moa rangers learn how to set pitfall traplines.

LETTER OF TRANSMITTAL



9 September 2015

Senator the Hon Nigel Scullion
Minister for Indigenous Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister,

It is with pleasure that I present you with the twenty-first Annual Report of the Torres Strait Regional Authority (TSRA) for 2014 - 2015.

This Annual Report has been prepared in accordance with Section 1442B of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), Section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth) and the *Commonwealth Authorities (Annual Reporting) Orders 2011*.

This Annual Report contains the Report of Operations, Performance against our Portfolio Budget Statements, Financial Statements and Auditor-General's Report on those Financial Statements, in accordance with Sections 42, 43 and 46 of the *Public Governance, Performance and Accountability Act 2013* and the Finance Minister's Orders. The TSRA has fully complied with the requirement to prevent, detect and deal with fraud as required by Section 10 of the *Public Governance, Performance and Accountability Rule 2014*.

The Directors of the TSRA take responsibility for the preparation and contents of the Report of Operations in accordance with the resolution passed at Board Meeting Number 95 held on 9 September 2015.

During the reporting period, the TSRA has delivered outcomes as stated in the *Torres Strait Development Plan 2014 – 2018*. I am pleased to report that we continue to meet the objectives of the *Torres Strait and Northern Peninsula Area Regional Plan 2009 – 2029* which, together with our Development Plan, shape the TSRA's programmes to contribute towards closing the gap in disadvantage between Indigenous and non-Indigenous Australians living in the region. I consider the TSRA has met the Minister's Statement of Expectations of 9 April 2014 and our programmes remain aligned to the Australian Government Indigenous Advancement Strategy.

The coming year will bring challenges and we look forward to building on our many successes over the past 21 years.

Yours sincerely,

Joseph Elu, AO
Chairperson
Torres Strait Regional Authority

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Dancers perform at Torres Strait Masks exhibition.

SECTION ONE

Strategic Overview



TSRA Chairperson takes a look at an erosion site on Masig.

CONTRIBUTING TO THE INDIGENOUS ADVANCEMENT STRATEGY

The Australian Government is committed to achieving better results for Aboriginal and Torres Strait Islander Australians in three priority areas - getting children to school, adults into work and building safe communities.

The Torres Strait Regional Authority (TSRA) contributes to these priorities by:

GETTING CHILDREN TO SCHOOL

- Regional school attendance increased from 84 per cent in 2013 - 2014 to 88 percent in 2014 - 2015.
- While the Torres Strait is not one of the regions targeted by the Remote Attendance Strategy, the TSRA, through its Healthy Communities and Safe Communities programmes provides funding to non-government organisations in the region to promote school attendance. This includes after school care programmes, school holiday care programmes and the 'Straight Start' project which improves access to early education on outer islands.
- The TSRA's Economic Development programme is developing a continuum from year 10 to work with the TAGAI High School and the Jobs Services Provider. This project will work with students throughout years 10, 11 and 12 to prepare them to enter the workforce.
- The TSRA's Environmental Management programme in partnership with TAGAI College support a 'Junior Ranger' project to educate students in land and sea management. This popular activity is an incentive for school attendance.

GETTING PEOPLE TO WORK

- The TSRA is the agreement manager for the former Remote Jobs in Communities Programme (RJCP) and the current Community Development Programme (CDP) for the Torres Strait region.
- In 2014 - 2015, 45 participants have moved into full time employment. An additional 196 participants have found part-time employment.
- The TSRA's Economic Development programme works with communities to identify infrastructure projects which will deliver both skills enhancement and employment opportunities. The TSRA provides funding to the CDP provider to deliver employment outcome focussed projects.
- The Torres Strait Maritime Pathways Project (TSMPP) facilitates employment in commercial fishing, seafood handling and commercial vessel operations. Since it commenced in 2013, the TSMPP had enabled 83 persons to find full time employment in this industry sector.

BUILDING SAFER COMMUNITIES

- The TSRA's Safe Communities programme works with communities and funds non-government organisations to deliver a range of social services and safety programmes within the region.
- The Port Kennedy Association and Mura Kosker Sorority are the key recipients of grant funding for these services which include child and family support services, financial counselling and adult literacy.
- The TSRA's contribution towards the Transport Infrastructure Development Scheme has enhanced remote airport safety and jetties / landing areas safety.
- The Torres Strait Marine Safety Programme has provided over 1,400 life jackets to children in the region. The TSRA sponsors activities during domestic violence prevention month.

CHAIRPERSON'S MESSAGE



I am pleased to present the Torres Strait Regional Authority's 2014 - 2015 Annual Report, marking our performance at the end of our twenty-first year of operation.

Community Engagement

The Chief Executive Officer and I have continued our community engagement and communication programme throughout the reporting period, visiting Torres Strait and Northern Peninsula Area communities to inform our stakeholders on Australian Government Indigenous policies and the TSRA's activities and initiatives. Community visits are invaluable as they provide an opportunity for the TSRA to listen to community concerns and for organisations and individuals to meet with the TSRA's executive leadership team.

As part of our Integrated Service Delivery approach to community consultation in 2014 - 2015 we welcomed the Queensland Department of Aboriginal and Torres Strait Islander Partnerships, the Department of Immigration and Border Protection, the Department of Foreign Affairs and Trade and the Australian Customs and Border Protection Service to join with the TSRA on community visits. The support of Prescribed Bodies Corporate, elders groups and local government councillors has also been an important element of our visits and I thank them for their continued support.

This year's schedule has been busy with visits being undertaken at Dauan, Ngurapai, Muralag, Iama, Mabuiai, Masig, TRAWQ, Boigu, Mer, and Poruma. I thank all community members for their hospitality and engagement during our visits.

TSRA Board Mid-Term Performance Review

The TSRA Board Charter requires that TSRA Board members undertake a formal review of their performance at the mid-point of their term in office. The TSRA engaged the independent governance specialists MLCS Corporate to conduct the review. MLCS Corporate evaluated the TSRA Board and TSRA Board committees, including the TSRA Executive Committee, TSRA Audit Committee and Torres Strait Coastal Management Committee. The performance report will be considered by the Board at its meeting in September 2015.

TSRA Board Strategic Workshop

The TSRA Board's annual strategic planning workshop is an opportunity for Board members to reflect on the TSRA's progress and successes as well as to look forward and consider priorities and potential challenges in forthcoming years. The TSRA Board's Strategic Workshop was held over two days in early November 2014 and determined the Board's priorities for delivering the outcomes from the *Torres Strait Development Plan 2014 - 2018*. The projects and activities planned for 2015 - 2016 are based on those priorities. Those activities and the associated budgets were passed by the Board at our June 2015 meeting.

Another important focus of the strategic planning workshop was to inform the Board of changes to their responsibilities and accountability following the transition from the *Commonwealth Authorities and Companies Act 1997 (Cth)* to the *Public*

Governance, Performance and Accountability Act 2013 (Cth) (PGPA Act). The TSRA engaged the governance specialist Effective Governance to deliver training to the Board on the implications of the PGPA Act.

'Think Collectively, Act Together' – TSRA Economic Development Summits

The TSRA has planned a series of three economic development summits with an overarching theme of 'Think collectively, act together' to help guide the creation of commercially viable industries to contribute to wealth creation for Torres Strait Islanders and Aboriginal people living in the Torres Strait region. Summits one and two were held in November 2014 and April 2015 respectively. I recently announced that the third economic development summit will occur in the new financial year.

The first summit focused on regional leaders and explored opportunities for collaborative approaches. Presentations from Indigenous Business Australia, Ecotourism Australia, Regional Development Australia (Far North Queensland and Torres Strait), and the Department of Aboriginal and Torres Strait Islander Partnerships, focused on employment aspects. The second summit started to develop a Regional Economic Investment Strategy, examining and prioritising economic development opportunities for the Torres Strait region that could be commercially viable.

Mediation for the Torres Strait Regional Sea Claim Part B

After the Federal Court recognised the Malu Lamar (Torres Strait Islander) Corporation RNTBC as the holder of the native title rights recognised in Torres Strait Regional Sea Claim Part A, the Federal Court's focus turned to progressing the Part B portion of this claim. The Part B area is wholly overlapped by two claims – one filed on behalf of the Kaurareg People and the other filed on behalf of the Gudang Yadhaykenu People. The TSRA is aware a new claim may soon be lodged to replace the existing Part B claim.

During court-ordered mediation held in February 2015, agreement was reached between the Badulgal, Mualgal and Kaurareg Peoples that the western overlap is shared sea country. Negotiations have now started with the respondent parties (including the Commonwealth of Australia, the Queensland Government and fisher representatives) towards a consent determination for the western agreed area. We are hoping the court will convene a determination hearing in late 2015 or early 2016 to recognise native title rights over the western agreed area. Negotiations to resolve the eastern overlap area will be scheduled in early 2016 after the connection reports, to be completed in late 2015, are exchanged.



TSRA Chairperson at Kaziw Meta with new student transport bus.



TSRA Chairperson and Senator Nova Peris.

Our Commitment to Maintain Culture

'Empowering our language, in our culture, for our future' was the theme of the inaugural Torres Strait Language Symposium, held at the Gab Titui Cultural Centre from 11 to 13 March 2015. The event was presented in partnership with Tagai State College, a key stakeholder in language preservation, and brought together traditional language speakers and specialists from across the region to plan for the future revival and maintenance of Torres Strait language.

The TSRA has developed strategies for the preservation of music and dance, providing grant funding and direct support to local artists and cultural practitioners to produce and showcase art from the region. The TSRA-sponsored Indigenous Art Awards attracts artwork from throughout the region, and I acknowledge our important partnership with the National Museum of Australia in making the awards night a tremendous success.

One Hundred Per Cent Ownership of the Torres Strait Bêche-de-Mer Fishery

The single remaining non-Indigenous Transferable Vessel Holder (TVH) licence to fish in the Torres Strait bêche-de-mer fishery was purchased by the TSRA in January 2015 and is being held by the TSRA on behalf of Torres Strait Islander and Aboriginal people in the region.

The bêche-de-mer fishery is the second fishery to be 100 per cent owned by Torres Strait Islander and Aboriginal people in the Torres Strait. In 2007, the Torres Strait finfish fishery became 100 per cent owned and is an important commercial asset to communities.

I thank all community members for their hospitality and engagement during our visits.



TSRA 20-year anniversary celebrations.

Torres Strait Treaty Cycle Meetings

The TSRA attended the Torres Strait Treaty Cycle meetings, hosted by the Department of Foreign Affairs and Trade, in Cairns at the end of October 2014. These meetings include the Traditional Inhabitants Meeting and Joint Advisory Council meetings that discuss a number of cross-border issues related to the Torres Strait Treaty. These bilateral meetings with Papua New Guinea involve Traditional Owner representatives from Western Province villages, who are part of the Torres Strait Treaty.

An Environmental Management Committee meeting was held during the treaty cycle meeting period as the same stakeholders were involved. The forum was also used to facilitate a treaty coast development symposium to discuss sustainable economic development issues.

Official Visits

In November 2014, the TSRA welcomed the Joint Select Committee on Constitutional Recognition of Aboriginal and Torres Strait Islander Peoples to Thursday Island. The committee sought input from the TSRA on the timing, content and wording of referendum proposals. At the ninety-third meeting of the TSRA Board in March 2015, members met with Mr Warren Mundine, Chairperson of the Indigenous Advisory Council, and with committee member Mr Richard Ah Mat who provided an outline of the activities undertaken by the Indigenous Advisory Council.

The Minister for Indigenous Affairs, Senator the Hon Nigel Scullion, visited the region in January 2015. The Minister met with the TSRA Board and local government councils and toured the newly renovated sports stadium on Thursday Island. Senator the Hon Richard Colbeck, the Parliamentary Secretary to the Minister for Agriculture and Chairperson of the Torres Strait Protected Zone Joint Authority met with the

TSRA and both Traditional Inhabitant Boat (TIB) and TVH fishers to discuss the Tropical Rock Lobster Management Plan and its opportunity for economic growth in the Torres Strait region.

Warraberalgal and Porumalgal Indigenous Protected Area

A dedication ceremony was held in July 2014 in recognition of the Warraberalgal and Porumalgal Indigenous Protected Area (IPA) as part of Australia's reserve of protected areas. I congratulate the people of Warraber and Poruma Islands, the stewards of the Warraberalgal and Porumalgal IPA for having this significant area recognised.

The IPA covers the nine islands of Atub, Bara, Bini, Babui, Guiya, Maza Guiya, Miggi Maituin, Ugain and Ulu as well as sandbanks and rocks that lie in the reserve area, which covers approximately 63 hectares.

Acknowledgements

In closing, I express my appreciation and thanks to the Minister for Indigenous Affairs, TSRA Board members, the TSRA's Chief Executive Office, Mr Wayne See Kee, and the TSRA administration.

I also acknowledge the Elders, Traditional Owners, Prescribed Bodies Corporate and local government councillors for the support and hospitality provided to me when I visited your communities.



Joseph Elu
Chairperson



Mer fishermen with their catch.

CHIEF EXECUTIVE OFFICER'S MESSAGE



Delivering Outcomes

Financial year 2014 - 2015 year has been another busy year as the TSRA Board members and programmes areas progressed and implemented policies and projects to achieve the outcomes identified in the *Torres Strait Development Plan 2014 - 2018*.

In 2014, the Minister for Indigenous Affairs, Senator the Hon Nigel Scullion, announced the Indigenous Advancement Strategy (IAS). One of the key activities undertaken by the TSRA Board was to map and align the outcomes

from the TSRA's Torres Strait Development Plan to the five IAS programme streams. This enables us to demonstrate a strong alignment between the TSRA's programme outcomes and government policy.

The TSRA maintained a strong focus on community engagement as we continued our community visit programme to inform Torres Strait Islander and Aboriginal people in the region of the role of the TSRA and of changes to Australian Government Indigenous policies.



CEO and Muralag resident during Prince of Wales consultations.

Effective communication with the appropriate Torres Strait Islander and Aboriginal people in the region is a critical success factor for all agencies delivering outcomes in the region. This year the TSRA has extended its reach into communities by establishing Facebook, Twitter and YouTube accounts. The response, particularly from the young adult group, has been very positive.

Strong Programme Performance

Performance reporting. This year the TSRA changed its programme performance reporting from the narrative style used for many years, to a graphics-based 'digital dashboard' to highlight at-a-glance projects, activities and risks requiring the attention of the TSRA Board or the leadership group. The new style of reporting has reduced the volume of reporting per quarter from over 100 pages to under 30 pages, while still covering project budget, schedule, quality, risk and outcomes using key performance indicators. There has been a significant improvement in the level of reporting, with a stronger strategic focus. A similar approach has been adopted for Section 2, Programme Performance in this annual report. This streamlined and simplified reporting

format has been embraced by the TSRA's Audit Committee and the Board members.

Grant funding. The TSRA operated two common funding rounds in November 2014 and March 2015. Through this process, 44 successful applications were supported. They contributed over \$4.30 million towards community groups, Indigenous enterprises and individuals to carry out activities and projects that are aligned to the *Torres Strait Development Plan 2014 - 2018* and that will benefit Torres Strait Islander and Aboriginal people in the region.

Economic development. The TSRA commissioned an independent review of its economic development strategy during the reporting period. The review found that the practice of providing grant funding to support community-based economic development activities had not produced the intended employment or commercial viability outcomes. The Community Enterprises Initiative Scheme has been closed and will no longer be offered through the common funding round. A new economic development strategy is being trialled which targets specific initiatives identified through region-wide economic development forums. Two economic development forums were held during the reporting period; the final forum to identify the initiatives to be supported is scheduled for August



TSRA Board members with Joint Select Committee on Constitutional Recognition of Aboriginal and Torres Strait Islander Peoples.

2015. The programme is supporting 21 business clients with low interest loans. The loan portfolio is valued at \$1.833 million.

Home ownership. The TSRA's Economic Development Programme, with a portfolio value of \$3.53 million, is supporting 25 families with subsidised home loans.

Caring for Country. The TSRA is delivering the Australian Government's \$42.0 million 'Caring for Country' commitment to the Torres Strait ranger programme through to 30 June 2018. The ranger programme employs 45 Torres Strait Islander and Aboriginal rangers based in 14 communities throughout the region. Ranger vessels operate in six Torres Strait Islander communities, and a seventh vessel is planned for the Mer community in 2016.

Ranger activities. Typical ranger activities include the removal of ghost nets and other marine debris, working with Torres Strait communities on dugong and turtle management, protection of culturally significant sites, removal of invasive plant species, recording of traditional ecological knowledge, monitoring of natural resources throughout the region and implementing of agreed actions from community-based plans. Rangers are also integral in the TSRA's delivery of a range of natural and cultural resource management

initiatives on behalf of other agencies through external funding arrangements.

Leadership for tomorrow. The TSRA offers a range of leadership programmes in partnership with the Australian Rural Leadership Foundation to assist Torres Strait Islanders and Aboriginal people in the region to grow their leadership skills. Opportunities include the Australian Rural Leadership Programme, Torres Strait Young Leaders Programme, Training Rural Australians in Leadership and the TSRA Women's Leadership Programme (TSWLP). The TSWLP specifically targets women who are interested in public office and assists them to develop the confidence and skills to compete in the electoral process.

Senior leadership. The suite of courses offered through the Australian Rural Leadership Foundation targets tomorrow's leaders, identifying people who are committed to extending their knowledge, understanding and capabilities in order to be more effective and influential. The premier course is the Australian Rural Leadership Programme which is delivered in six sessions over an 18-month period. The TSRA is pleased to congratulate Mr Kenny Bedford, the TSRA Member for Erub and Portfolio Member for Fishers, as our latest graduate from the twentieth Australian Rural Leadership Programme.



Iama community visit.

Supporting Native Title Prescribed Bodies

Corporate. The TSRA has developed a two-tier support model for Registered Native Title Bodies Corporate (RNTBCs) in the Torres Strait area which recognises the differing levels of capability and maturity of the 21 RNTBCs we support as part of our Native Title Representative Body (NTRB) function. The TSRA has two memoranda of agreement with higher performing (Tier 1) RNTBCs to operate on a fee-for-service basis. The remaining 19 RNTBCs are supported using a mix of capacity-building grants and direct support. In 2014 - 2015, the TSRA provided grants totalling \$0.269 million to ten RNTBCs.

Native title. In 2014 - 2015, the Minister for Indigenous Affairs invited the TSRA to continue the NTRB role until 30 June 2016. While the NTRB is operating predominantly in a post-determination environment, there are still three native title claims to be resolved. The impacts of

the Torres Strait Sea Claim Part A determination on the commercial fishing rights of Torres Strait Islander and Aboriginal people is still being worked through, with the newly formed Malu Lamar RNTBC representing the rights of Traditional Owners in the sea claim area.

Our Workforce

At a glance. The TSRA workforce grew from 141 to 147 this year, with 104 Torres Strait Islander and Aboriginal people on staff. We are proud of our 71 per cent Indigenous employment level, one of the highest achieved by any government entity. The TSRA also maintains a good gender balance in its workforce, with 52 per cent male and 48 per cent female.

Diversity. In November 2014, the TSRA was nominated as a finalist in the Australian Public Service (APS) Diversity Awards for the TSRA Cultural Protocols Guide for TSRA Staff and the TSRA Indigenous Employment Strategy. The APS Diversity Awards considers Australian Government entities who have made a positive impact, are innovative, support collaboration and demonstrate their commitment to embracing diversity-related APS policy and initiatives.

Opportunities. There are opportunities for Torres Strait Islander and Aboriginal staff to be promoted to the highest levels in the TSRA, and skilling our workforce remains a high priority. This year the TSRA provided an opportunity for seven experienced APS officers from other agencies to undertake a secondment into our programme line areas.

Our Partnerships

Many of our functions are performed in partnership with other agencies across three levels of government, with non-government organisations and with the private sector. The TSRA seeks to build on and extend these partnerships to make even greater efficiencies and deliver more effective outcomes for the region. Our partners in service delivery include:



Boigu Jetty (PNG coastline in background).

- Indigenous Business Australia
- the Australian Rural Leadership Foundation
- the Australian Fisheries Management Authority
- the Australian Maritime Safety Authority
- the Queensland Department of Aboriginal and Torres Strait Islander Partnerships
- the Department of the Prime Minister and Cabinet
- the Torres Shire Council
- the Torres Strait Regional Council
- the Northern Peninsula Area Regional Council
- the Torres Strait Islanders Media Association
- the Mura Kosker Sorority
- Port Kennedy Association.

Outlook

Financial. The TSRA's budget for 2015 - 2016 will enable existing programmes and service levels in the region to be maintained, while again providing opportunities for innovative approaches to achieving the region's and the TSRA's vision and goals.

Board direction. Under the leadership of the Board, our focus on qualitative support for clients, stakeholders and communities will continue. The TSRA's tiered support for native title RNTBCs and a re-invigorated economic development approach, which will be finalised in early 2015 - 2016, are positive examples of the Board's commitment and ability to innovate to improve its performance and address regional challenges.

Communications. Consistent access to communication services is an issue within the Torres Strait and Northern Peninsula Area. Improving access to these services is also critical for achieving more efficient, effective and cost-

beneficial service delivery to all communities for government and the non-government sectors. The TSRA will work to secure commitment for better services and infrastructure to support regional communication.

Target areas. The TSRA's programme areas will continue to deliver against the 2014 - 2018 Torres Strait Development Plan, while targeting employment, education (including capacity building) and safe communities as priority areas for supporting sustainable regional growth into the future.

Acknowledgements

Although this year has been busy for both the administration and Board members, the TSRA is proud of its progress and achievements. The Report of Operations includes case studies from each of the TSRA programmes, highlighting more of our activities and achievements.

In closing, I express my appreciation and thanks to the TSRA Chairperson, Mr Joseph Elu, and the TSRA Board members who have guided the TSRA's policies and set its strategic direction. Your ongoing efforts and support are truly appreciated. My appreciation is also extended to the TSRA staff and other agencies across all levels of government who have partnered with the TSRA to contribute to achieving the best outcomes for our communities.

I also acknowledge the Elders, Traditional Owners, Native Title Prescribed Bodies Corporate and local government councillors for their support and hospitality when the TSRA visited their communities.



Wayne See Kee
Chief Executive Officer



Dauan community.

SECTION TWO

Programme Performance



TSRA Australian Rural Leadership Programme participant Regina Turner.

HOW WE MEET OUR OUTCOMES

Outcomes and Planned Performance

This section provides details of performance against the key performance indicators (KPIs) contained in the Portfolio Budget Statements 2014 - 15 for the Prime Minister and Cabinet Portfolio.

This is followed by additional reporting on other activities undertaken by the TSRA's programme areas:

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

Each programme report provides the following information:

- a statement of the regional goal
- a statement of the programme goal
- programme expenditure (the information provided in Table 2.12 is unaudited)
- a programme map, showing the linkages between programme projects, outputs, benefits, outcomes, regional goals and COAG Closing the Gap building blocks
- a statement of the programme's performance

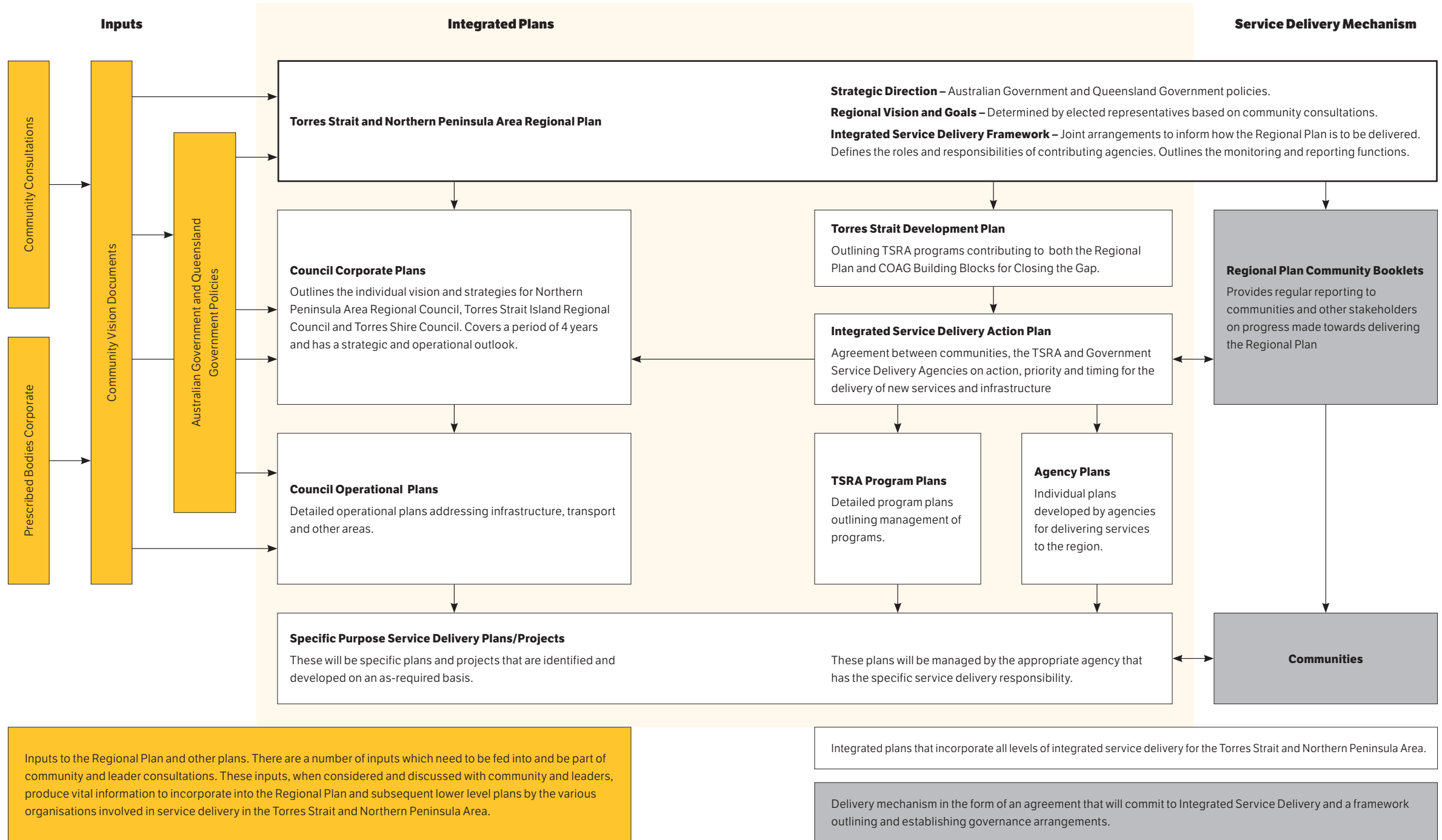
This process aims to coordinate the effective delivery of a range of government services to local communities while ensuring that duplication and service gaps are minimised.

The *Torres Strait Development Plan 2014 - 2018* (Development Plan) was developed by the TSRA as required by section 142D of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The plan outlines eight TSRA programmes, listing the desired outcomes and benefits to be delivered. The Development Plan is published on the TSRA web site www.tsra.gov.au.

The Development Plan is derived directly from the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029* (Regional Plan). The Regional Plan was developed by the TSRA, the Torres Shire Council, the Torres Strait Island Regional Council and the Northern Peninsula Area Regional Council, 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 Integrated Service Delivery. This process aims to coordinate the effective delivery of a range of government services to local communities while ensuring that duplication and service gaps are minimised.

Integrated Planning Framework

FIGURE 2-1:
TORRES STRAIT REGIONAL AUTHORITY INTEGRATED PLANNING FRAMEWORK



Inputs to the Regional Plan and other plans. There are a number of inputs which need to be fed into and be part of community and leader consultations. These inputs, when considered and discussed with community and leaders, produce vital information to incorporate into the Regional Plan and subsequent lower level plans by the various organisations involved in service delivery in the Torres Strait and Northern Peninsula Area.

Portfolio Budget Statements Key Performance Indicators

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

Five business loans with a total value of \$928,213 were approved in 2014 - 2015. TSRA business loans are provided at concessional interest rates according to the level of assessed risks. One loan was provided to start a new business and four loans were in support of existing businesses. Figures on the total number of Torres Strait Islander and Aboriginal owned business in the Torres Strait area are not yet available.

**TABLE 2-1:
NUMBER AND VALUE OF CONCESSIONAL BUSINESS LOANS, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Loans	4	3	3	5
Amount	\$454,242	\$186,790	\$114,909	\$928,213

Increased availability of approved business training

The 'Into Business Workshop' project commenced in 2013 - 2014 and is delivered in partnership with Indigenous Business Australia. Workshops are conducted in three phases, and participants are required to complete all phases. Two workshops were conducted in 2014 - 2015, with 17 participants completing the training.

**TABLE 2-2:
INTO BUSINESS WORKSHOP PARTICIPATION, 2013 - 2014 TO 2014 - 2015**

YEAR	2013 - 2014	2014 - 2015
No. of workshops	6	2
Participants	24	17

The TSRA also offers support to existing businesses through its Business Mentoring Support Project. In 2014 - 2015, two clients took advantage of this service.

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

Progress against this indicator cannot be accurately quantified at present. The requirement to report catch is not mandatory for Torres Strait Islander and Aboriginal fishers in the region, so comprehensive data to measure tangible outcomes does not yet exist. Discussions are continuing within the Protected Zone Joint Authority (PZJA) to identify and implement a more robust system of data collection; however, this is likely to be a medium to long term outcome and remains a challenge for the TSRA and the PZJA.

The best available data can be obtained from the Status of Key Australian Fish Stocks Reports (AFSR) 2012 and 2014, produced by the Fisheries Research and Development Corporation.

**TABLE 2-3:
TROPICAL ROCK LOBSTER CATCH STATISTICS, 2010 TO 2013**

YEAR	2010	2011	2012	2013
Tropical rock lobster (tonnes)	191	201	188	586

Note:

Catch data for Traditional Inhabitant Boat (TIB) fishers is reported for 2010, 2011 and 2012. The 2013 figure represents the total catch; the actual catch by Indigenous fishers in 2013 is unknown (*Status of key Australian fish stock reports 2014*, p. 217). Catch data for 2014 was not available at the time of printing.

**TABLE 2-4:
FINFISH FISHERIES CATCH STATISTICS FOR TRADITIONAL INHABITANT BOAT LICENSEES, 2011 - 2012 TO 2013 - 2014**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014
Coral trout	2.29 tonnes	1.08 tonnes	Under 1.00 tonnes
Spanish mackerel	1.86 tonnes	1.64 tonnes	Under 1.00 tonnes

Notes:

Finfish catch reporting is voluntary for the TIB sector. Data from processors is used to provide an estimate for TIB catch. These figures are not a true representation of the total catch.

The focus of the Fisheries Programme has been to increase the capacity of Torres Strait Islander and Aboriginal fishers to participate in commercial fishing. To this end there has been a significant investment in accredited training through the Torres Strait Maritime Pathways Project (TSMPP). Since its inception in 2013 the TSMPP has provided an opportunity for 120 persons to gain internationally recognised accredited training. Of these, 85 participants (71 per cent) have moved into maritime-related employment.

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

With the further development of the Torres Strait art industry it has been increasingly important to focus activities with a view to enhancing the protection, copyright and intellectual property rights of both the individual artist and the cultural groups who share their knowledge. All artists and cultural practitioners who engage with the TSRA's Culture, Art and Heritage Programme are informed of their rights in the promotion and publication of their work.

This is a standard practice achieved through various ways, including by providing information directly to artists and cultural practitioners when they become suppliers or exhibitors at the Gab Titui Cultural Centre; communicating regularly through quarterly newsletters; informing dance teams prior to dance events; and informing all participants in the Music and Dance Audit project before they make their recordings. Information

With the further development of the Torres Strait art industry it has been increasingly important to focus activities with a view to enhancing the protection, copyright and intellectual property rights of both the individual artist and the cultural groups who share their knowledge.

on copyright and intellectual property rights is also incorporated into sales and licensing agreements with the TSRA which covers the sale or reproduction of works.

In 2014 - 2015, there was an increase in specific information provided to artists and cultural practitioners through tailored workshops and individual meetings with the Arts Law Centre of Queensland, which focused on wills, resale royalties and the Indigenous Art Code. Table 2-5 reflects the increase in artists and cultural practitioners engaging with the TSRA.

**TABLE 2-5:
ACTIVE ARTISTS AND CULTURAL PRACTITIONERS, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Active artists	70	90	100	110
Cultural practitioners	20	40	77	80

Number of Native Title determinations claims successfully determined

The Native Title Representative Body in the Torres Strait is operating predominantly in a post-determination environment with 29 native title claims successfully determined as at 30 June 2015. 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 2-6:
KEY NATIVE TITLE REPRESENTATIVE BODY RESULTS, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Active native title claims under consideration	4	3	3	2 ⁽¹⁾
Future Acts Received	105	60	64	85

(1) While there are five current native title claims in the region, the three Kaurareg claims are briefed out due to potential conflicts in representation. Two claims are classed as being active and under the management of the TSRA's Native Title Representative Body.

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

The main ILUA activities undertaken throughout the Torres Strait in 2014 - 2015 were focused on social housing outcomes. Agreements were reached for 76 housing lots across the communities of Badu, Masig, Mabuiag, Mer, St Pauls, Poruma, Warraber and Ugar.

Other ILUAs were agreed for infrastructure projects on Masig, Poruma and Saibai, which had two.

**TABLE 2-7:
NUMBER OF ILUAS FINALISED, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Agreements	5	5	4	12 ⁽¹⁾

(1) Includes eight social housing ILUAs.

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

Each community in the outer islands is implementing a community-based management plan for dugong and turtle, with the support of the TSRA. The plans combine the traditional uses of these species with modern management arrangements and the sustainable use of dugong and turtle across the region. A dugong and turtle management plan for the Kaiwalagal region is under development by Traditional Owners and the TSRA.

Ranger Working on Country plans have been updated with community input across the region, and these continue to form the basis of ranger activities. Working on Country plans are developed with Traditional Owners who identify their priority natural and cultural resource management issues for a three-year period. The three Indigenous protected areas in the Torres Strait have management plans (either finalised or draft) that guide on-ground activities.

**TABLE 2-8:
COMMUNITY-BASED MANAGEMENT PLANS, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Plans	17	32	32	32

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 Board members during visits to Canberra, and also engagements with Ministers by the TSRA Board during visits by Ministers to the region. In 2014 - 2015, one of the significant commitments the TSRA sought from government was a commitment to the aspirations of Torres Strait Islander and Aboriginal fishers to attain 100 per cent ownership of the Torres Strait fishery. The TSRA acknowledges the support of the Minister for Indigenous Affairs in this achievement. In 2014 - 2015, the TSRA purchased the last non-Indigenous licence in the bêche-de-mer fishery, which increased ownership of the hand collectables fishery to 100 per cent. More detail on the bêche-de-mer fishery can be found in the case study attached to the Fisheries Programme section in this report.

**TABLE 2-9:
NUMBER OF HIGH LEVEL ENGAGEMENTS BY TSRA BOARD MEMBERS,
2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Engagements	20	29	29	35

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

All 21 Registered Native Title Bodies Corporate/PBC in the Torres Strait area achieved the required levels of compliance in 2014 - 2015.

**TABLE 2-10:
PBC COMPLIANCE RESULTS 2011-2012 TO 2014-2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015
Compliance	20 of 20	20 of 20	20 of 20	21 of 21

ORIC compliance is the minimal level of measurement of the capacity of a PBC to perform its functions under the *Native Title Act 1993*. To comply, PBCs must conduct an annual general meeting in accordance with their respective rule books and submit a general report by the due date. PBCs with incomes greater than \$100,000 must also comply with additional financial reporting requirements.

The TSRA's relationship with each PBC depends on the level of capacity the PBC has to manage its own affairs without assistance. This is measured using a PBC capacity maturity model which enables targeted assistance to be provided to PBCs for specific functions. The TSRA employs a PBC Support Officer to work with PBC directors and focus on capacity development. The TSRA also operates a PBC capacity-building grant facility which provides some operational funding to assist PBCs to establish and operate an office within their community.

In 2014 - 2015, the TSRA was successful in moving two of the higher functioning PBCs from reliance on grant funding, to a fee-for-service model. This is covered further in the case study attached to the Governance and Leadership Programme section in this report.

In 2014 - 2015, the TSRA was successful in moving two of the higher functioning PBCs from reliance on grant funding, to a fee-for-service model.

Partnerships with other capacity building agencies have been important contributors to developing capability within the region. The TSRA has worked with ORIC, the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), the Aurora Foundation and the Department of the Prime Minister and Cabinet to coordinate and deliver training to the region.

A further measure of the capacity of PBCs is their effectiveness in engaging with Traditional Owners on native title matters. This is a qualitative assessment for which the only data available is the numbers of Future Acts and ILUAs which are successfully negotiated for each community. This data alone does not provide a measure of effectiveness as the quality and currency of the data varies between communities. The TSRA has not yet developed a meaningful measure of effectiveness and proposes a study with AIATSIS to develop those.

Increased investment into new and existing regional environmental health infrastructure

Major Infrastructure Programme Stage 4B (MIP 4B) has been completed and Stage 5 (MIP 5) has started, with a target completion date of 31 December 2016.

The TSRA is currently working with the three local governments in the region to identify and prioritise projects for a proposed follow-on stage of MIP for the period 2016 - 2020.

The TSRA in the past has secured funding for infrastructure projects that address key environmental health concerns and safe transport and access issues. In 2014 -2015 a range of

projects were completed. Under the MIP 4B tidal gauge project four tidal gauges and one sea level gauge at Boigu, Kubin, Ima, Ugar and Thursday Island were installed. A tidal gauge and weather station was installed on the Thursday Island jetty. MIP 5 will deliver 13 environmental health infrastructure projects throughout the region.

The Transport Infrastructure Development Scheme (TIDS) successfully delivered four projects in the region, completing Hammond Island pavement and drainages works, ramp repairs for the St Pauls community and the Saibai Island jetty, airport drainage and pavement repairs on Northern Peninsula Area airstrips and jetty lighting and electrical reticulations for the Seisia community.

**TABLE 2-11:
MEASURES OF INVESTMENT (BY PROJECT NUMBERS) FOR REGIONAL ENVIRONMENTAL HEALTH INFRASTRUCTURE, 2011 - 2012 TO 2014 - 2015**

YEAR	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015 ³
MIP projects ^{1,2}	21	21	16	23

(1) MIP stages 4 and 4B ran from 2007 - 2008 to 2013 - 2014 and delivered health infrastructure projects totalling \$113.0 million.

(2) The TIDS delivered safety infrastructure related projects from 2011 - 2012 to 2014 - 2015, totalling \$3.8 million.

(3) The total budget for MIP, seawalls and TIDS in 2014 - 2015 was \$47.9 million.



Cargo delivery, Mer Island.

Appropriation programme expenditure 2014 - 2015 budget as compared to actual

A summary of the TSRA's financial performance for each programme area for 2014 - 2015 is provided in Table 2.12.

Section 5, Financial Statements, provides further information about appropriation expenditure for each programme area at 30 June 2015.

**TABLE 2-12:
APPROPRIATION PROGRAMME EXPENDITURE 2014 - 2015,
BUDGET COMPARED TO ACTUAL (UNAUDITED)**

PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Culture, Art and Heritage	4,630	4,499	131
Economic Development	13,407	13,358	49
Environmental Management	4,579	4,699	(120)
Fisheries	4,546	4,550	(4)
Governance and Leadership	5,412	5,336	76
Healthy Communities	14,716	14,629	87
Native Title Office	3,760	3,792	(32)
Safe Communities	4,487	4,375	112
Total	55,537	55,238	299⁽¹⁾

1. The total variance represents 0.54 per cent of budget.

External funding programme expenditure 2014 - 2015 budget as compared to actual

Two programmes received external funding.

**TABLE 2-13:
EXTERNAL FUNDING PROGRAMME EXPENDITURE 2014 - 2015,
BUDGET COMPARED TO ACTUAL (UNAUDITED)**

PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Culture, Art and Heritage	337	250	87
Environmental Management	9,747	9,655	92
Total	10,084	9,905	179



TSRA 20-year anniversary celebrations.

DETAILS ABOUT OUR PROGRAMMES

CULTURE, ART AND HERITAGE

Regional Goal

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

Programme Goal

The Culture, Art and Heritage programme goal is:

- to recognise that Culture, Art and Heritage are central pillars of regional development, and will protect, promote, revitalise and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage

Programme Objectives

The Culture, Art and Heritage Programme component will:

- protect culturally significant sites and artefacts to ensure longevity
- revitalise and maintain traditional cultural practices (art, dance, language, storytelling and songs) among communities
- ensure the protection of traditional knowledge, intellectual property and copyright
- underpin services and management practices with cultural values, and protocols.

The Culture, Art and Heritage programme goal is to recognise that Culture, Art and Heritage are central pillars of regional development, and will protect, promote, revitalise and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage.

Programme Deliverables

- An active and sustainable arts and craft industry in the region.
- 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.

Programme Appropriation Expenditure 2014 - 2015

TABLE 2-14:
CULTURE, ART AND HERITAGE PROGRAMME APPROPRIATION EXPENDITURE,
2014 - 2015 (UNAUDITED)

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,630	4,499	131

Programme External Funding Expenditure 2014 - 2015

TABLE 2-15:
CULTURE, ART AND HERITAGE PROGRAMME EXTERNAL FUNDING EXPENDITURE,
2014 - 2015 (UNAUDITED)





BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
337	250	87

Torres Strait Development Plan Outcomes



- An active and sustainable arts and craft industry.
- Cultural values and protocols are integrated into service planning and management practices.
- The unique cultural heritage and histories of the region are preserved, maintained and promoted.
- A 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.

Programme Performance

ACTIVITY	FLAG	STATUS
Arts development programme	●	Three art centres in the region are supported through this programme. Operational funding is provided as part of the TSRA's partnership with the Australian Government Ministry for the Arts and Arts Queensland. Support in governance, leadership and arts administration is also provided to the art centres. Art skills development, artists' forums and professional development workshops are also provided to support the development of a strong arts industry based on Torres Strait cultural product. In 2014 - 2015 art skills workshops covered painting and sculpture, project planning and grant writing. Artists' forums covered copyright, professional arts network services and marketing.
Culture, art and heritage grants	●	The grants programme supported 22 applications over two grant rounds in 2014 -2015. These grants support and encourage the development, promotion and maintenance of Torres Strait Islander and Aboriginal culture in the region.
Cultural maintenance programme	●	The cultural maintenance programme covers the grants programme, the cultural maintenance exhibition programme in the Gab Titui Cultural Centre and the management of all relevant projects. In 2014 - 2015, the cultural maintenance exhibition 'Evolution: Torres Strait Masks' was held at the Gab Titui Cultural Centre. This exhibition has been recognised as being culturally significant by the National Museum of Australia and negotiations are in progress to tour the exhibition to Canberra and then nationally.
Cultural Policy implementation and Protocols	●	The Culture, Art and Heritage (CAH) Programme delivers cultural orientation sessions for new staff to the TSRA and guides the use of the TSRA Cultural Policy and the accompanying Cultural Protocols: a guide for TSRA staff. In 2014 - 2015, the TSRA worked with other government departments in the region with the aim of incorporating cultural protocols into service delivery arrangements. The TSRA Cultural Policy will be reviewed, updated and expanded in 2015 -2016.
Dance strategy	●	The Torres Strait dance strategy promotes and supports the performance of Torres Strait dance at high-profile national and international events. In 2014 - 2015, dance teams were selected through an application and assessment process to perform at the Darwin Festival in August 2014 and the Cairns Indigenous Art Fair in 2015.
The Gab Titui Indigenous Art Award	●	This exhibition is an annual and major event in the Gab Titui calendar. The 2014 - 2015 event opened on 18 June with 50 entries from across the region. Over 400 people attended and prizes were awarded in a number of categories, including the 'Overall Winner'; 'Runner-up'; and 'People's Choice Award'.

ACTIVITY	FLAG	STATUS
Gab Titui Cultural Centre touring exhibitions		The exhibition 'Bipotaim: Torres Strait Islander culture before settlement' returned home to the Gab Titui Cultural Centre in 2014 after an extended tour that included the Queensland State Library and the National Museum of Australia.
The Torres Strait language strategy		'Empowering our language, in our culture, for our future' was the theme of the inaugural Torres Strait Language Symposium, held at the Gab Titui Cultural Centre from 11 to 13 March 2015. The formation of the Torres Strait Language Reference Group, made up of representatives from each of the five island clusters of the Torres Strait, was one of the outcomes of the symposium. This group will act as a conduit for participation by communities in the development of a Torres Strait language charter and in the development of activities generated through the planned Torres Strait language centre, planned for 2015 - 2016.
Music strategy – Music and Dance Audit		The Music and Dance Audit has been progressively rolled out across the Torres Strait region since 2007. CD and DVD productions of Torres Strait dance and music have been completed for 14 communities. The Mer Island community launched their CD/ DVD at the Mabo Day celebrations on 29 June 2015. Recordings for the communities of Masig and Kubin (Moa Island) are nearing completion. The Northern Peninsula Area communities' project began in June 2015 and will be completed in 2015 - 2016.
Support to local artists		The Gab Titui Cultural Centre supports between 70 and 120 local artists to promote and sell their work. In 2014 - 2015 Gab Titui returned a total of \$142,000 in sales to local artists and suppliers. Additionally through the projects and strategies already mentioned, the CAH Programme continued to develop the professional abilities of artists across all disciplines.

Legend



			
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months

Additional Programme Specific Performance Indicators




INDICATOR	FLAG	STATUS
Increased income generated through retail sales via the Gab Titui Cultural Centre and established art centres in the region.	●	Overall sales of product through the Gab Titui Cultural Centre (GTCC) did not achieve a 5% increase on the previous year's sales as per development plan targets (See the financial statements in Section 5). This was primarily due to planned renovations of the GTCC Four Winds building. It is anticipated that sales will increase in 2015 - 2016 when renovations are complete. The three art centres have achieved an increase in sales this year.
Increased number of TSRA funded and supported activities that are based on Torres Strait Islander (Ailan Kastom) and Aboriginal cultural traditions in the Torres Strait region.	●	In 2014 - 2015, the Culture, Art and Heritage (CAH) Programme supported 22 grant funded projects; held the Inaugural Torres Strait Language Symposium; secured a \$150,000 grant from the Ministry for the Arts to develop a Torres Strait language centre plan; and launched two cultural projects at the GTCC.



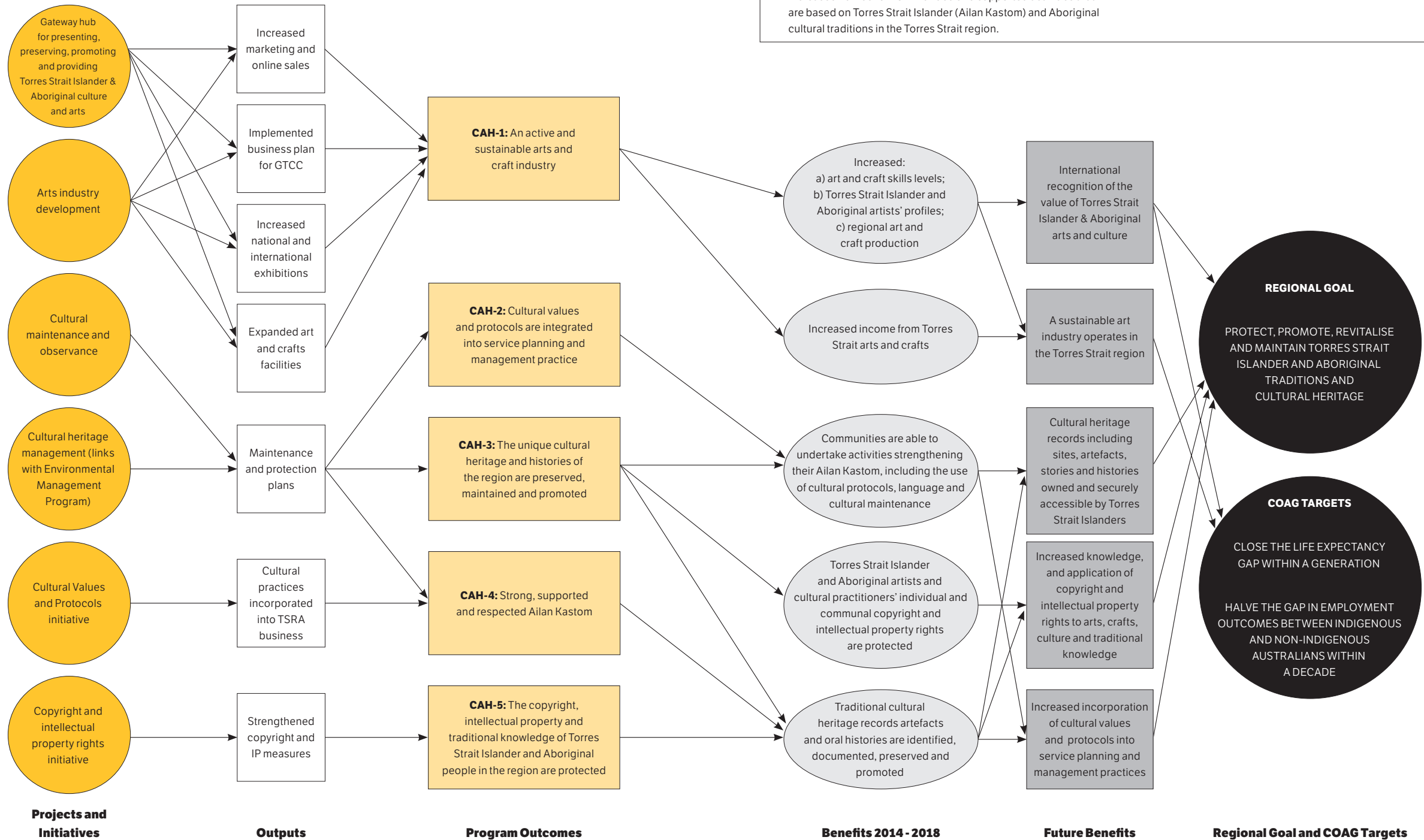
Attendees at Torres Strait Language Symposium.

INDICATOR	FLAG	STATUS
Increase in cultural heritage material and information specific to each community in the region that is documented, registered and accessible.		In 2014 - 2015 the CAH Programme continued with its key cultural maintenance initiative: the Music and Dance Audit project. This year Mer community launched their CD and DVD, the Masig community's CD and DVD package was completed and the Kubin community's music and dance recordings progressed, nearing completion. The CAH Programme works closely with the Environmental Management Programme in the traditional ecological knowledge database project. Community-driven cultural heritage projects were supported through the CAH grants programme.
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 CAH Programme supported artists and cultural practitioners in the region through a range of activities. Support was provided through the coordination of Arts Law Centre workshops and individual meetings with artists; an artists' forum; ongoing distribution of information on copyright and licensing laws to artists; and development of a two-day conference for artists and cultural practitioners covering intellectual property and copyrights, licensing agreements, wills, code of conduct within the arts industry and re-sale royalties.

Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved

**FIGURE 2-2:
CULTURE ART AND HERITAGE PROGRAMME MAP**



PERFORMANCE MEASURES

- Increased income generated through retail sales via the Gab Titui Cultural Centre and established art centres in the region.
- Increase in profile of emerging and established artists and cultural practitioners in the region and the production and sale of regionally produced arts and crafts.
- Increased number of TSRA funded and supported activities that are based on Torres Strait Islander (Ailan Kastom) and Aboriginal cultural traditions in the Torres Strait region.
- Increase in cultural heritage material and information specific to each community in the region that is documented, registered and accessible.
- 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.

CASE STUDY

Cultural Maintenance

The Gab Titui Cultural Centre is the Torres Strait's first keeping place for historical artefacts and contemporary Indigenous art. The focus of the centre is to contribute to the maintenance, revitalisation and preservation of Torres Strait culture and the development and promotion of local Indigenous art.

The Ephraim Bani Gallery annually showcases a cultural maintenance exhibition with themes and issues of importance to the cultural identity of the Torres Strait and its people, with the aim of preserving local culture, history and heritage.

The 2015 Cultural Maintenance Exhibition is a significant project. The purpose is to highlight the continuing importance of Torres Strait masks, their evolution from the past and influence on present day contemporary art forms. Masks are representational of ancestral, supernatural and / or totemic beings that form an important component in the traditional beliefs of Torres Strait Islanders.

The exhibition takes the viewer on a journey from time immemorial when masks were used in ceremonial rituals involving art, theatre and dance by the ancestors. It tells of how these historic artefacts, that are now kept in national and international institutions, have inspired new and innovative works.

Masks are artistically impressive and culturally significant for Torres Strait Islanders and the art of making highly decorative masks has been practised for centuries.

Masks are artistically impressive and culturally significant for Torres Strait Islanders and the art of making highly decorative masks has been practised for centuries. Irrespective of the impact of western culture on the Torres Strait, the art of creating masks and choreographing new dances are part of a continuing cultural tradition. The Gab Titui Cultural Centre has acknowledged the importance of showcasing and interpreting the storylines from the past to the present by commissioning contemporary works by identified local mask makers.

The exhibition was curated by the Culture, Art and Heritage Programme, with the invaluable support of award-winning Badu Island artist, Alick Tipoti.



Images left to right: *Keris*, Eddie Nona (Badu); *Kuki Sagulaw Mawa*, Vincent Babia (Saibai); *Sor Kobir 1*, Andrew Passi (Mer); *Naga Mawa*, Yessie Mosby (Masig). Photos: George Serras, National Museum of Australia

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.

Programme Goal

The Economic Development Programme goal is:

- to contribute to regional, community and individual economic improvement by taking the lead as whole of region economic development solution broker.

Programme Objectives

The Economic Development Programme component will:

- stimulate economic development across the region
- advance business skills and align training initiatives with regional employment opportunities
- advance Torres Strait Islander and Aboriginal ownership and management of businesses in the region.

The Economic Development Programme goal is to contribute to regional, community and individual economic improvement by taking the lead as whole of region economic development solution broker.

Programme Deliverables

- 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 and Aboriginal People in the region.
- Improved wealth of Torres Strait Islander and Aboriginal People in the region.



TSRA Economic Development Summit.

Programme Expenditure 2014 - 2015

**TABLE 2-16:
ECONOMIC DEVELOPMENT PROGRAMME EXPENDITURE, 2014 - 2015 (UNAUDITED)**

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
13,407	13,358	49

Torres Strait Development Plan Outcomes





- Increased capability of Torres Strait Islanders 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 or operated by Torres Strait Islanders and Aboriginal people in the region.
- Improved wealth of Torres Strait Islanders and Aboriginal people in the region.

Programme Performance

ACTIVITY	FLAG	STATUS
Business mentoring support	●	Business Mentoring Support was provided to two clients in 2014 - 2015 to assist with organisational capacity building.
Business funding support	●	Five loan applications were approved.
Remote Jobs and Communities Agreement management	●	In 2014 - 2015, 1,217 participants were successfully transitioned from the Remote Jobs and Communities Programme (RJCP) to the new Community Development Programme (CDP). 176 Community Development Employment Projects (CDEP) participants were successfully transitioned from CDEP wages to Income Support Payments as part of CDP.
Economic Development Investment Strategy	●	A review of the Community Economic Initiatives Scheme (CEIS) was undertaken in 2014 - 2015. A key recommendation of the review was to close the CEIS and adopt a more strategic approach to economic development through the development of a regional economic investment strategy. Development of a Torres Strait Regional Economic Investment Strategy is underway to identify sustainable industries and opportunities for commercially viable enterprise development. As part of the development of the strategy the TSRA has delivered two in a series of three economic development summits, which provide an opportunity for key stakeholders to contribute to the strategy. The report is currently being prepared and is due for completion and presentation at the September 2015 Board meeting.
Into Business Workshops	●	Two series of Into Business Workshops were delivered (comprising workshops A, B and C); 17 participants completed the workshop series.
Torres Strait Marine Pathways Project	●	Certificate II in Maritime Operations (Coxswain Grade 1 Near Coastal) – 55 persons attained this certificate. Certificate II in Maritime Operations (Marine Engine Driver Grade 3 Near Coastal) – 55 persons attained this certificate. Prerequisite training programme, including Shipboard Safety Skill Set; First Aid and Marine Radio Operators (VHF) Certificate of Proficiency – 55 persons attained these prerequisite qualifications. Certificate III in Fishing Operations course – 12 persons attained this certificate. Wild harvest dive qualifications – 12 persons attained this certificate. Certificate III in Maritime Operations (Integrated Rating) – 2 persons attained this certificate. Certificate IV in Workplace Training and Assessment – 1 person attained this certificate.

ACTIVITY	FLAG	STATUS
Home Ownership Programme	●	No home loan applications were approved in 2014 - 2015. Complex land tenure arrangements in the Torres Strait continue to make it difficult for loan applicants to provide appropriate security for loans.



Legend

			
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months

Additional Programme Specific Performance Indicator

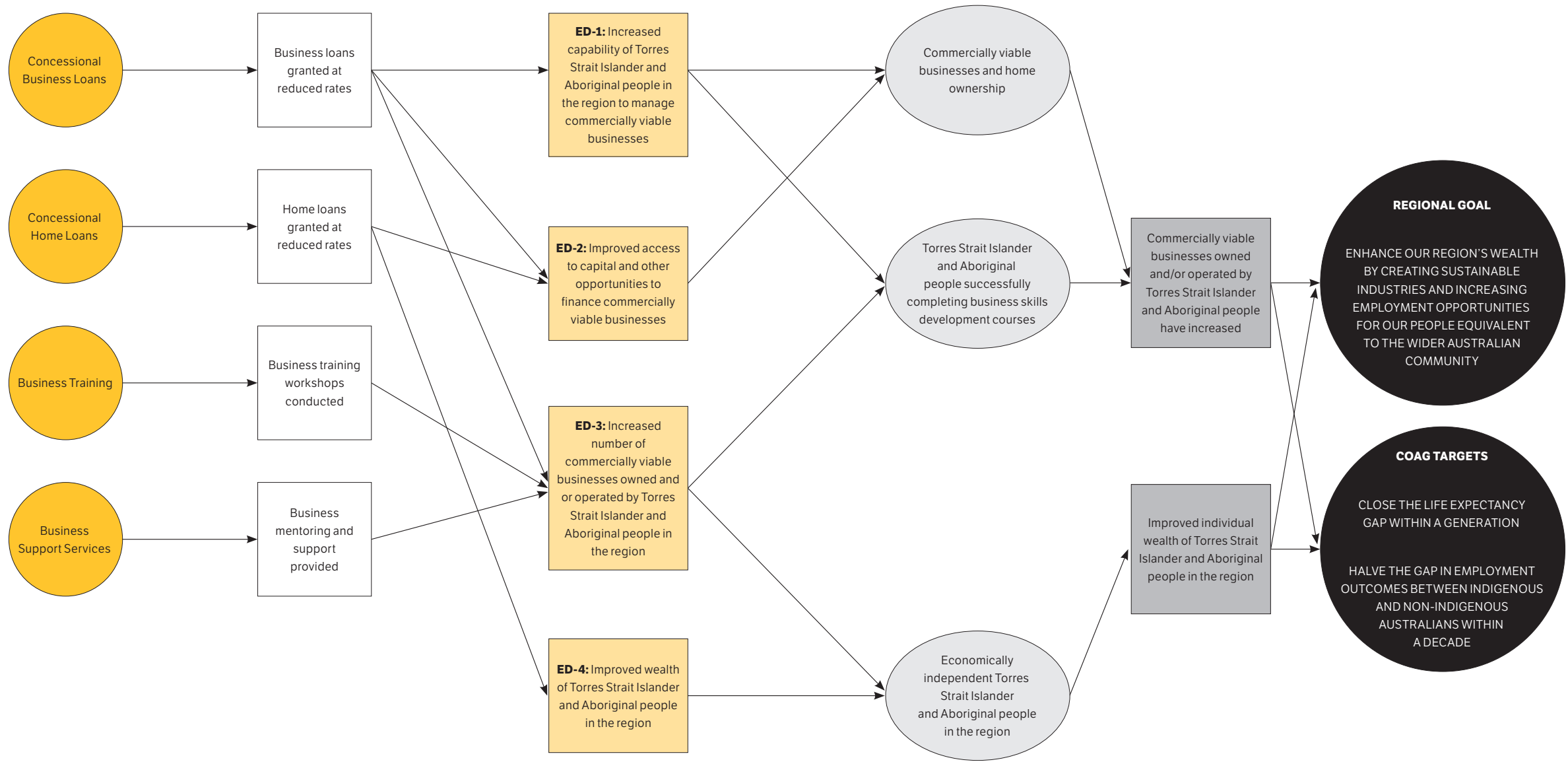
INDICATOR	FLAG	STATUS
An increase in the number of Torres Strait Islander and Aboriginal People in employment	●	In 2014 - 2015, 45 RJCP participants moved from welfare into full-time employment and 196 moved into part-time employment. Job placements were in the following industries: <ul style="list-style-type: none"> — Government – 66 — Retail – 41 — Employment – 36 — Education – 21 — Other – 19 — Hospitality – 16 — Labour hire – 15 — Aged care – 12 — Construction – 6 — Rural – 5 — Child care – 3 — Fishing – 3

Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved

- PERFORMANCE MEASURES**
- Increase in the number of Torres Strait Islander and Aboriginal owned commercially viable businesses.
 - Increased availability of approved business training.
 - Increase in number of Torres Strait Islander and Aboriginal people in employment.

**FIGURE 2-3:
ECONOMIC DEVELOPMENT PROGRAMME MAP**



Projects and Initiatives

Outputs

Program Outcomes

Benefits 2014 - 2018

Future Benefits

Regional Goal and COAG Targets

CASE STUDY

Converting Training to Employment

The primary aim of the Torres Strait Maritime Pathways Project (TSMPP) is to further develop the skills and capability of Torres Strait Islander and Aboriginal people to operate commercial vessels and, in doing so, create pathways for careers in maritime-related industries.

A clear example of someone who has achieved this aim is Koeygab Pabai. Koeygab is a 27 year old Torres Strait Islander man who grew up on Thursday Island and whose family hails from remote Boigu Island in the top western area of the Torres Strait.

After finishing high school on Thursday Island, Koeygab worked in various jobs before doing some part-time work as a deckhand with Torres Pilots. The seed to explore a career in the maritime industry was planted in Koeygab as a child. One of Koeygab's grandfathers, Audi Gibuma, was a skipper of the pearling lugger *Antonia* and his other grandfather, Den Toby, worked on the famous MV *Melbidir*.

Koeygab said that many Torres Strait people have a fear of failure and that they need to get past this and simply have a go: 'If I can do it then anyone can!'

As Koeygab grew older, another role model who encouraged him to pursue a maritime career was his Uncle, Danny Ingui, who completed his maritime training at the Australian Maritime College in Tasmania and now works on commercial vessels in the mining sector in the Northern Territory. Koeygab, who has grown up around boats, was able to complete some maritime training whilst at high school but was not able to further his maritime training and career due to the unavailability of maritime training in the Torres Strait and the expense involved in completing this training outside the region.

In November 2013, Koeygab was selected to participate in the inaugural combined Coxswain/Marine Engine Driver course delivered in the Torres Strait through the TSMPP. Koeygab said the training delivered by the TSMPP was fantastic for a number of reasons: 'The trainers from the Australian Maritime College broke down the information so that it could be understood and applied. Nothing was too much trouble. The training platform, MV *Elizabeth II*, was great in that being at sea there were no distractions and I was able to immerse myself in commercial vessel operations assisted by a supportive crew of professional mariners.' He noted that the process to convert the training achievements into maritime qualifications had been simplified by the TSMPP-sponsored course.

Koeygab applied himself so well to the TSMPP training that he was nominated for trainee of the year at the transport industry Supply Chain and Logistics annual awards 2014. He was awarded a Highly Commended certificate.

Immediately following his training and having obtained nationally recognised maritime certificates of competency, Koeygab quickly obtained employment with Rebel Marine as the skipper of their inter-island ferry operating between Thursday Island and Horn Island. Following several months with Rebel Marine, Koeygab moved to McDonald Charter Boats and for eight months operated their inter-island ferry between Thursday and Horn islands.

Koeygab applied himself so well to the TSMPP training that he was nominated for trainee of the year at the transport industry Supply Chain and Logistics annual awards 2014.

With the assistance of McDonald Charter, Koeygab completed his Master training, qualifying him to operate a vessel up to 24 metres. He aspires to one day be the skipper of one of the Sea Swift vessels that service the Torres Strait. Koeygab said it was his grandfathers and uncle who inspired him to follow a maritime career. He achieved this by being focused and extremely committed to his training. Koeygab said that many Torres Strait people have a fear of failure and that they need to get past this and simply have a go: 'If I can do it then anyone can!'

Koeygab is now employed by the Torres Strait Regional Authority. His marine pathway training enabled him to win the position of Fleet Mentor with the Torres Strait land and sea rangers. He is responsible for the safe operation of the seven ranger vessels operating across the Torres Strait.



Torres Strait Marine Pathways graduate receives commendation for Trainee of the Year.

FISHERIES

Regional Goal

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

Programme Goal

The Fisheries Programme goal is:

- to increase wealth in the region through commercially viable businesses and employment in the fishing industry, while ensuring the ecologically sustainable management of fishery resources.

The Fisheries Programme goal is to increase wealth in the region through commercially viable businesses and employment in the fishing industry, while ensuring the ecologically sustainable management of fishery resources.

Programme Objectives

The Fisheries Programme component will:

- provide greater access for Torres Strait Islander and Aboriginal people to the region's commercial fisheries towards attaining a 100% share
- increase commercially viable businesses in the fishing industry that are Torres Strait Islander and Aboriginal owned and/or operated
- deliver initiatives to increase capability and capacity of Torres Strait Islander and Aboriginal people to utilise the region's commercial fisheries resources
- ensure that the region's fisheries resources are sustainably managed
- ensure that Torres Strait Islander and Aboriginal people are engaged in the management of the region's fisheries resources.

Programme Deliverables

- 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.

Programme Expenditure 2014 - 2015






TABLE 2-17:
FISHERIES PROGRAMME EXPENDITURE, 2014 - 2015 (UNAUDITED)



BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,546	4,550	(4)

Torres Strait Development Plan 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.

Programme Performance



ACTIVITY	FLAG	STATUS
Fisheries communications		This year the TSRA Fisheries Programme published a brochure depicting the history of commercial fishing in the Torres Strait from 1860 to the present. A fisheries newsletter was distributed in print and by email. These products facilitate communication and engagement with Torres Strait communities on the culture of fishing in the region and fisheries capacity building and management.
Finfish capacity building		Capacity-building projects were delayed at the beginning of the financial year due to the need to clarify stakeholders' roles and expectations. This status will be addressed in 2015 - 2016.
Finfish quota management		<p>On behalf of traditional inhabitants, each year since 2008 the TSRA has leased finfish fishery licences to non-traditional inhabitant fishers. The Fisheries Programme has provided administrative support to the TSRA Board and Finfish Quota Management Committee to facilitate leasing processes. The aim of leasing licences is to maintain markets until the Traditional Inhabitant Boat (TIB) licence sector can increase its catch. In 2015, for the first time the Fisheries Programme facilitated a meeting of the Finfish Quota Management Committee at Masig (an outer island in the Torres Strait). The open section of the meeting enabled a large range of community stakeholders to participate in discussions related to the management of the fishery.</p> <p>The Fisheries Programme is running a project to develop an action plan for the Torres Strait finfish fishery. The plan will detail actions to increase the commercial participation and productivity of the TIB sector in the fishery and will help to guide the investment of funds.</p>
Fisheries roadmap – towards 100 per cent ownership		The TSRA has the lead on behalf of the Protected Zone Joint Authority (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. Extensive community engagement with a large number of stakeholders is needed for this vital project. Consultation is expected to be completed in 2015 - 2016.
Fisheries management framework		<p>The key output for 2014 - 2015 was a draft management framework. The completed framework is scheduled for release in 2015 - 2016.</p> <p>The TSRA Fisheries Programme is leading a project that will inform community leaders and fisheries stakeholders on the New Zealand Maori model of fisheries ownership and management. The project will examine how aspects of the model could be effectively implemented in the Torres Strait.</p>

ACTIVITY	FLAG	STATUS
Pathway into fishing		<p>The TSRA Fisheries Programme is developing a series of training workshops on effective representation and principles of fisheries management. These workshops will target new representatives at PZJA forums as well as other interested persons in the community.</p> <p>This activity has two training components:</p> <ul style="list-style-type: none"> — Effective Representation – 13 fishers completed training in 2014 - 2015. — Principles of Fisheries Management – this is a new course under development through the University of Wollongong for delivery in 2015 - 2016.
PZJA representation		<p>Between July 2009 and June 2015, the TSRA supported Torres Strait Islander and Aboriginal people to contribute fisher and community perspectives to 53 PZJA forums, including working group and advisory committee meetings.</p> <p>In March 2015, the TSRA Board agreed that Torres Strait Islander and Aboriginal people have demonstrated a well-developed capacity to represent their fishing sector at these forums and therefore attendance could be administered by the Australian Fisheries Management Authority in the same way as other fishing sectors' attendance is managed.</p> <p>The TSRA will continue to fund Torres Strait Islander and Aboriginal representation and provide representatives with capacity-building training related to fisheries management and governance and member roles and responsibilities.</p>





Legend

			
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months

Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Increase in catches by Torres Strait Islander and Aboriginal fishers relative to total allowable catch		Catch reporting by Torres Strait Islander and Aboriginal fishers in the Torres Strait is not mandatory, therefore measuring increased catch is not yet possible. However, the TSRA delivers a number of initiatives aimed at increasing participation in fisheries, including the development of an action plan for the finfish fishery to guide investment of funds raised through the leasing of licences in the fishery.
Number of opportunities for Torres Strait Islander and Aboriginal people to increase their understanding and use of Torres Strait fisheries resources		This indicator is being met through the pathway into fishing training activities outlined above. In 2014 - 2015, 13 fishers participated in the training.

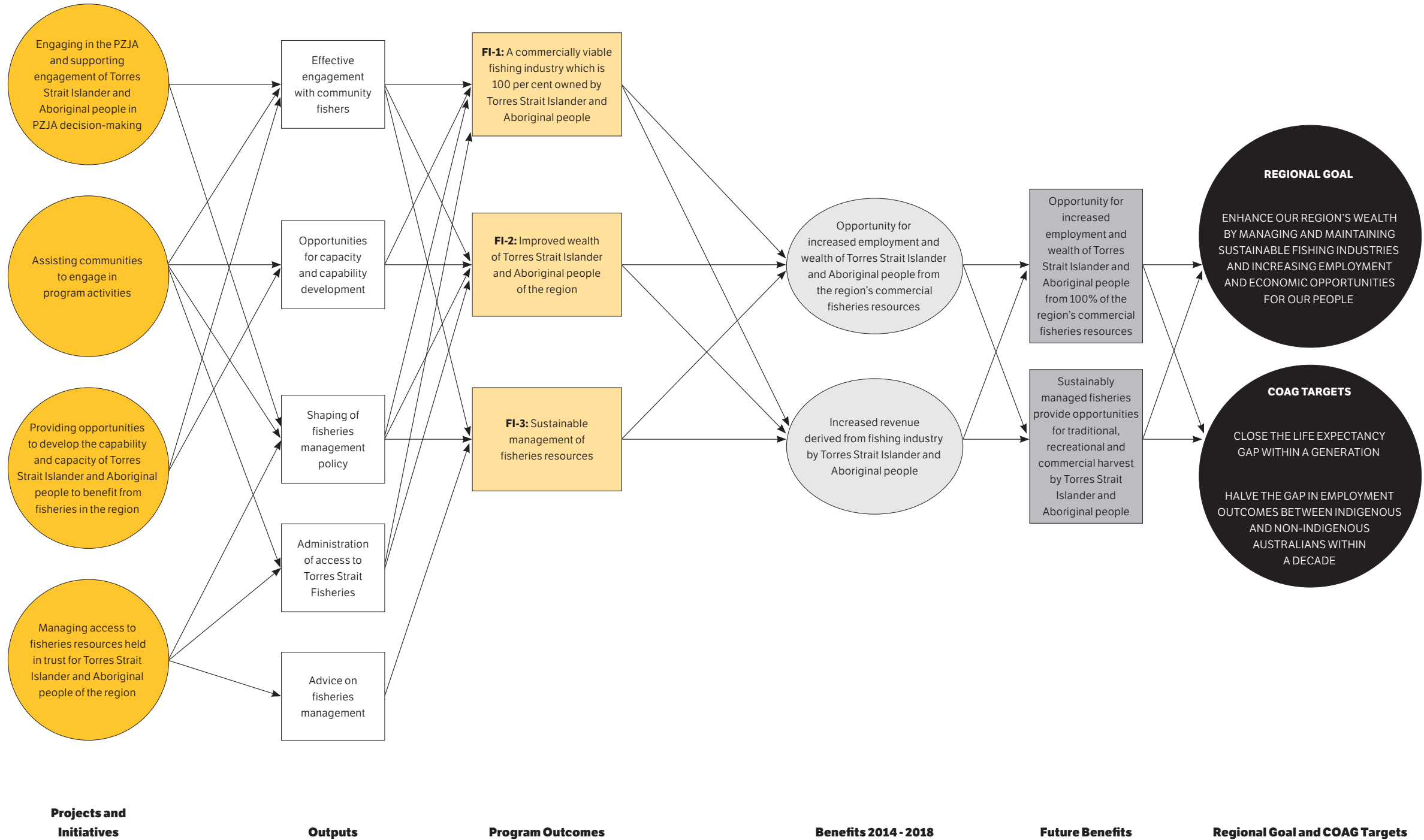
Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved



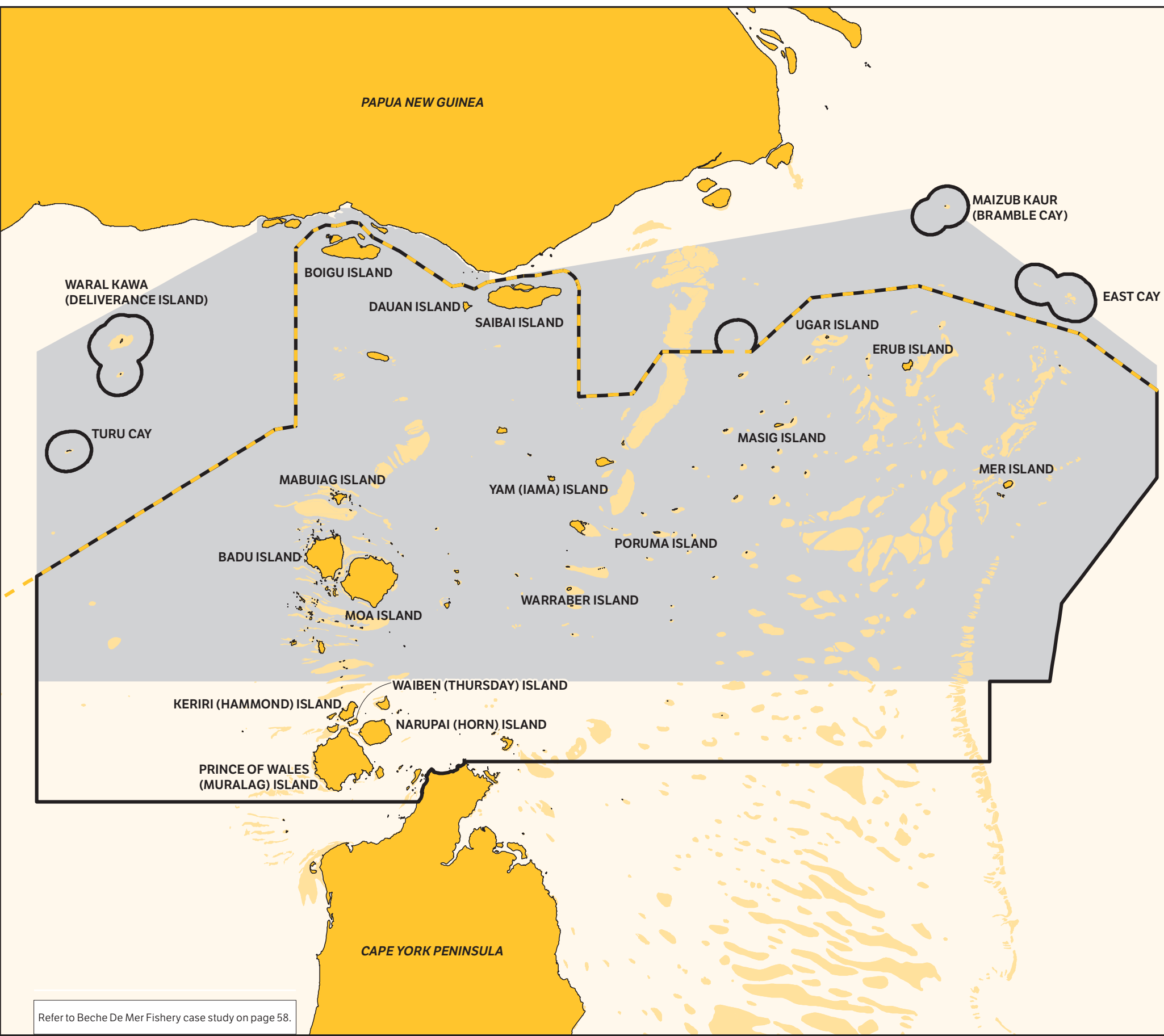
Bêche-de-mer fisher.

**FIGURE 2-4:
FISHERIES PROGRAMME MAP**



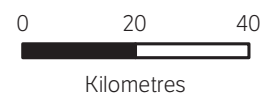
BECHE-DE-MER FISHERY

Torres Strait



- - - Fisheries Jurisdiction Line
- Beche-De-Mer Fishery
- Protected Zone
- Ocean
- Reefs and Shoals
- Land Mass

FIGURE 2-5:
TORRES STRAIT BÊCHE-DE-MER FISHERY



Coordinate System: GDA 1994 MGA Zone 54
 Projection: Transverse Mercator
 Datum: GDA 1994

Produced on 19/08/2015
 Produced by M.S.
 TRC: FI 2015 002

Disclaimer: The data/map is provided in good faith under the Creative Commons Attribute 3.0 licence. While every effort is made to ensure the accuracy of the information, the TSRA gives no warranties about its accuracy, reliability completeness or suitability for any particular purpose and disclaims all responsibility and all liability for any loss, damage or costs which may be incurred as a result of the information being inaccurate, incomplete or misused in any way and for any reason. The TSRA requests attribution as © Commonwealth of Australia (Torres Strait Regional Authority).

Refer to Beche De Mer Fishery case study on page 58.

CASE STUDY

Bêche-de-Mer Fishery 100 per cent owned by Torres Strait Islander and Aboriginal People

The Torres Strait Regional Authority was pleased to announce in February 2015 that it had purchased the last non-Indigenous commercial fishing licence in the Torres Strait bêche-de-mer fishery. The purchase was part of the ongoing commitment by the TSRA to assist Torres Strait communities develop a commercially viable fishing industry that is 100 per cent owned by Torres Strait Islander and Aboriginal people.

The bêche-de-mer fishery is the second fishery to be 100 per cent owned by Torres Strait and Aboriginal people. The first, the Torres Strait finfish fishery, which became 100 per cent owned in 2007, is now an important commercial asset to Torres Strait communities. The TSRA expects that over time the bêche-de-mer licence will generate significant benefits to the people of the Torres Strait.

The TSRA Chairperson Mr Joseph Elu worked closely with the Minister for Indigenous Affairs, Senator the Hon Nigel Scullion, to secure the transfer of the licence. This important outcome will allow greater access to the fishery by Indigenous fishers in the region and provide economic benefits to Torres Strait communities.

The Torres Strait Regional Authority was pleased to announce in February 2015 that it had purchased the last non-Indigenous commercial fishing licence in the Torres Strait bêche-de-mer fishery.

The purchase of the licence took place shortly after the re-opening of the bêche-de-mer fishery to the take of black teatfish in November 2014. The 15 tonne total allowable catch of the black teatfish was taken in only two and a half weeks – a demonstration of the Torres Strait communities' commitment to developing a productive commercial fishing industry in the region.

The TSRA will now work with its partners in the Protected Zone Joint Authority to develop a strategy for the future use of the licence for the benefit of Torres Strait Islander and Aboriginal people.



Bêche-de-mer fisher.

ENVIRONMENTAL MANAGEMENT

Regional Goal

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

Programme Goal

The Environmental Management Programme goal is:

- to contribute to supporting the regional goal to protect and preserve the region's natural and cultural environmental assets through sustainable management practices.

Programme Objectives

The Environmental Programme component will:

- promote the sustainable management of natural resources
- manage the effects of climate change, tidal inundation and erosion
- increase the utilisation of renewable energies
- reduce the environmental impacts of waste management
- improve land management for future generations.

The Environmental Management Programme goal is to contribute to supporting the regional goal to protect and preserve the region's natural and cultural environmental assets through sustainable management practices.

Programme Deliverables

- 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 the Torres Strait.
- Support community sustainable horticulture.



Programme Appropriation Expenditure 2014 - 2015

TABLE 2-18:
ENVIRONMENTAL MANAGEMENT PROGRAMME APPROPRIATION EXPENDITURE,
2014 - 2015 (UNAUDITED)

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,579	4,699	(120)

Programme External Funding Expenditure 2014 - 2015












TABLE 2-19:
ENVIRONMENTAL MANAGEMENT PROGRAMME APPROPRIATION EXPENDITURE,
2014 - 2015 (UNAUDITED)

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
9,747	9,655	92

Torres Strait Development Plan 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.

Programme Performance

ACTIVITY	FLAG	STATUS
Invasive species management		The invasive species project has been delayed pending a commitment from the Torres Strait Island Regional Council (TSIRC) to jointly develop the regional pest management strategy. TSIRC have now committed to supporting the consultative arrangements and the project is scheduled to proceed in 2015 - 2016.
Ranger programme		A total of 45 rangers and three trainees, plus support staff, are employed by the TSRA across the outer island communities. Rangers are leaders in their communities, and are well respected in their roles.
Environmental education officer project		The TSRA's partnership with Tagai State College continues to deliver natural resource management engagement with regional school participants.
Adaptation planning and implementation		A regional workshop was held on 10 June 2015. Workshops have been conducted on Boigu and St Pauls. Action plans are being reviewed by state agencies. The adaptation plan is in the final review phase and is scheduled for release in 2015 - 2016.
Alternate energy project		The TSRA held discussions with Ergon Energy and other renewable energy providers in 2014 - 2015. The alternate energy project plan has been agreed and implementation will start in 2015 - 2016.
Biodiversity management and planning		In 2014 - 2015, biodiversity surveys of Badu recorded 124 animal species, confirming the region's healthy ecosystem.
Indigenous Protected Areas (IPAs)		In 2014 - 2015, three IPAs were managed in the Torres Strait. The Environmental Programme case study on page 68 provides further detail on those IPAs.
Land and sea management in the Torres Strait		The land and sea management strategy for the Torres Strait will underpin regional natural and cultural resource management priorities for the next five years. Community engagement on the strategy will continue into 2015 - 2016.
Seagrass and other research activities		In 2014 - 2015, the TSRA continued to work closely with researchers from universities and other organisations to support the Torres Strait natural management.
Sustainable horticulture project		This project has focused on establishing community gardens and teaching people how to grow and prepare healthy foods. Community garden projects have been sustained for several years and the result will be reviewed in 2015 - 2016 to determine whether this is the most effective means of delivering the outcome. This activity also has outcomes for the TSRA's Healthy Communities Programme.
Traditional ecological knowledge		In 2014 - 2015, the Traditional Ecological Knowledge project was in high demand across the region, with four systems in place. Additional systems will be established in 2015 - 2016.

ACTIVITY

FLAG

STATUS

Turtle and dugong management



Each community in the outer islands has a community-based management plan for dugong and turtle that is being implemented with the support of the TSRA. The plans combine the traditional use of these species with modern management arrangements and support the sustainable use of dugong and turtle across the region. A dugong and turtle management plan for the Kaiwalagal region was being developed by Traditional Owners and the TSRA in 2014 -2015.

Legend



Not yet started



Completed /
On schedule



Behind schedule
less than three months



Behind schedule
more than three months



Kulkaigal Indigenous Protected Area sign-off.



Environmental Management staff with Warraber Elder Mr Nelson Billy.

Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Number of actions in the Climate Change Strategy and associated action plans implemented.	●	A draft regional adaptation and resilience action plan was developed (community workshops are scheduled in 2015 - 2016). An expert workshop to review the science and methodology of the adaptation and resilience planning was completed. The ownership of regional sea-level gauges was transferred to the Bureau of Meteorology.
Number of agreements in place with energy providers to reduce reliance on non-renewable diesel fuel usage for electricity production.	●	Ergon Energy has indicated strong interest in working with the TSRA to progress the uptake of renewable energy in the region. A project brief was approved and project plan developed. Discussion is in progress regarding the scope and responsibilities to develop and deliver a regional energy strategy.
Number of inhabited islands with active food producing community gardens in place.	●	Whilst community interest in horticulture activities is high, participation has been low. An external review of this activity in 2014 - 2015 recommended that the TSRA refocus efforts on providing technical advice to communities and individuals rather than supporting and establishing community gardens.

Legend



Not yet started



KPI achieved



KPI partially achieved

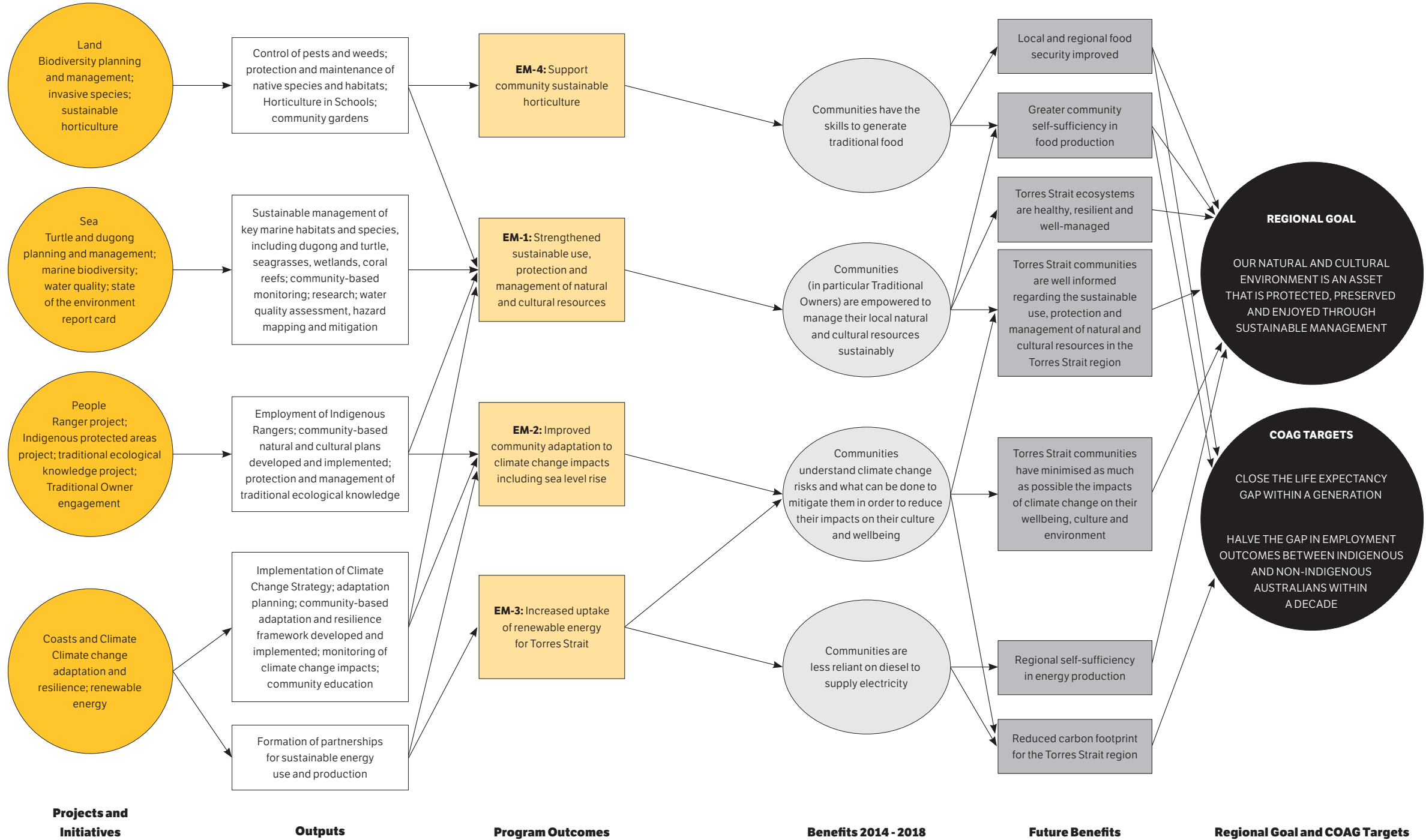


KPI not achieved



Rangers doing beach clean up.

**FIGURE 2-6:
ENVIRONMENTAL MANAGEMENT PROGRAMME MAP**



PERFORMANCE MEASURES

- Number of endorsed community-based management plans for the natural and cultural resources of the region being actively implemented.
- Number of actions in the Climate Change Strategy and associated action plans implemented.
- Number of agreements in place with energy providers to reduce reliance on non-renewable diesel fuel usage for electricity production.
- Number of inhabited islands with active food producing community gardens in place.

CASE STUDY

Indigenous Protected Areas in the Torres Strait

The TSRA, with funding from the Australian Government, is supporting Traditional Owners of the region to consider, dedicate and manage Indigenous Protected Areas (IPAs) on their lands to promote natural and cultural resource conservation as part of Australia's National Reserve System.

IPAs make a significant contribution to Australian biodiversity conservation – making up over a third of Australia's National Reserve System.

The Torres Strait IPA project covers three areas: Warul Kawa IPA, Pulu Islet IPA and the recently declared Warraberalgal Porumalgal IPA.

Aims

The project delivers the Australian Government's IPA programme in the Torres Strait by supporting communities to identify, dedicate, and manage IPA's in the Torres Strait region.

The goals of the IPA project are to:

- support Indigenous land owners to develop, declare and manage IPAs on their lands as part of Australia's National Reserve System
- support Indigenous interests to develop cooperative management arrangements with government agencies managing protected areas
- support the integration of Indigenous ecological and cultural knowledge with contemporary protected area management practices.

Declaration of the Warraberalgal Porumalgal IPA

The Warraberalgal and Porumalgal IPA was initiated in 2010 after the TSRA's Land and Sea Management Unit conducted workshops across the Torres Strait to inform Traditional Owners about the IPA programme and the opportunities for communities to establish IPAs in their region. The TSRA worked with Elders from Warraber and Poruma to produce a plan of management for the area.

A community meeting was held on 30 October 2012 to endorse the plan and it was decided that nine islands in the Warraber and Poruma people's native title determination would be declared as an IPA.

On the 19 June 2014, Traditional Owners from Warraber and Poruma wrote to the Australian Government to advise of the dedication of the Warraberalgal and Porumalgal IPA, and a formal dedication ceremony was held on 18 July 2014.

The Land and Sea Management Unit, under the direction of those Traditional Owners, organised the celebratory day to recognise the dedication of the IPA. At the Traditional Owners' request, a feast and celebration was held during the day for all community members to recognise the hard work and dedication of those involved in the creation of the IPA.

The TSRA, including rangers from associated communities, continue to actively support the implementation of plans of management for all IPAs in the region.



Warraber, street view.

GOVERNANCE AND LEADERSHIP

Regional Goal

Effective and transparent self-government with strong leadership.

Programme Goals

The Governance and Leadership Programme goal is:

- to support positive and meaningful outcomes for people in leadership, communication and governance. The programme will work towards achieving equality in leadership, as appropriate to *Ailan Kastom*, by delivering targeted activities for women and youth.

Programme Objectives

The Governance and Leadership Programme component will:

- involve Torres Strait Islander and Aboriginal leaders in legislative processes, policies and priorities
- undertake capacity building for current and future leaders across the region
- support effective regional communication
- coordinate the integration of the delivery of government services to the region
- develop the capacity of PBCs in the region
- improve the governance and leadership capacity of the Torres Strait Regional Authority

Programme Deliverables

- 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.
- Strong PBC leadership and governance.



Governance and Leadership team.



Programme Expenditure 2014 - 2015

**TABLE 2-20:
GOVERNANCE AND LEADERSHIP EXPENDITURE, 2014 - 2015 (UNAUDITED)**

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
5,412	5,336	76

Torres Strait Development Plan 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 developed framework across governments.
- Strong Torres Strait Islander and Aboriginal organisational leadership and governance.
- Strong Prescribed Bodies Corporate leadership and governance.

Programme Performance

ACTIVITY	FLAG	STATUS
Community consultation and engagement	●	At the request of community leaders, community consultation and engagement processes for two Northern Peninsula Area communities (Bamaga and Seisia) and two Torres Strait communities (Hammond and Saibai) were not completed in 2014 - 2015, and were rescheduled for 2015 - 2016.
ISD community booklets	●	Community booklets were completed for 15 communities (the results are shown in Section 3, Report of Operations). Community engagement activities need to be completed before the remaining booklets can be updated.
Media and communications support	●	This is a contracted activity through Zakazukha Marketing Communications. In 2014 - 2015, 85 media releases were produced.
Internal and external audit support	●	Both the external and internal audit programmes were completed. Audit recommendation tracking and status reports were provided at four Audit Committee meetings.
Assistance with Tertiary Education Scheme (ATES)	●	12 tertiary scholarships were offered in 2014 - 2015. Ten students met the pass criteria in the first semester to qualify for the second semester support payment.
Board and Chairperson support	●	Four executive meetings, four Audit Committee meetings and four Board meetings were conducted in 2014 - 2015. Executive assistance was provided to the TSRA Chairperson.
Board Strategic Workshop	●	Eleven Board members attended the Board Strategic Workshop held in November 2014. The workshop focused on the change from the <i>Commonwealth Authorities and Companies Act 1997</i> (Cth) to the <i>Public Governance, Performance and Accountability Act 2013</i> (Cth). The Board also examined the alignment of the TSRA's programme outcomes to the Indigenous Advancement Strategy programme streams.
Capacity building Gur A Baradharaw Kod Sea and Land Council (NTRB Transition)	●	The level of TSRA support to the Gur A Baradharaw Kod (GBK) Sea and Land Council is on schedule. GBK are still developing their procedures and employment contracts.
Indigenous leadership	●	In 2014 - 2015, one person was supported to complete the Australian Rural Leadership Programme; seven people completed the Training Rural Australians in Leadership programme.
PBC support and capacity building	●	All 21 PBCs met the Office of the Registrar of Indigenous Corporations compliance requirements as at 31 December 2014. Two PBCs reduced their dependency on grant funding by moving to fee-for-service activities.




ACTIVITY	FLAG	STATUS
Support to regional broadcasting	●	The Torres Strait Islanders Media Association met their broadcasting hours and local content targets. A new recording studio was completed in 2014 - 2015, enabling the local production of music CDs, electronic recordings and live music broadcasts.
Women's and youths' leadership	●	Participation in the youth leadership programme and the women's leadership programme has increased. There has been an improvement in the number of youth completing the physically demanding 'Outward Bound' component of the youth programme.

Legend


○	●	●	●
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months



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 Torres Strait Development Plan 2014 - 2018 measured from the 2012 baseline Regional Plan Community Booklets.		The <i>Torres Strait and Northern Peninsula Area Regional Plan (2009 - 2029)</i> identified 1,608 ⁽¹⁾ service gaps. ⁽²⁾ 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. An analysis of the service gaps is shown in Section 3 of this report.
Increase in Torres Strait Islander and Aboriginal Women with the capacity to participate in leadership roles in the region measured from the 2012 baseline.		The 2012 baseline was six. Four women completed the Torres Strait Women's Leadership Programme (TSWLP) in 2013 - 2014 and ten are enrolled in the 2014 - 2015 TSWLP. The TSWLP is delivered in partnership with the Australian Rural Leadership Foundation. Three of the past six participants in the Australian Rural Leadership Programme were women.
Increase in Torres Strait Islander and Aboriginal youth (18-25) with the capacity to participate in leadership development activities measured from the 2012 baseline.		<p>Training Rural Australian in Leadership (TRAIL):</p> <ul style="list-style-type: none"> — 2013 - 2014 two men / one woman — 2014 - 2015 three men / four women <p>Torres Strait Young Leaders Programme (TSYLP):</p> <ul style="list-style-type: none"> — 2013 - 2014 one man / three women — 2014 - 2015 one man / three women. <p>Both TRAIL and TSYLP are delivered in partnership with the Australian Rural Leadership Foundation.</p>

Legend

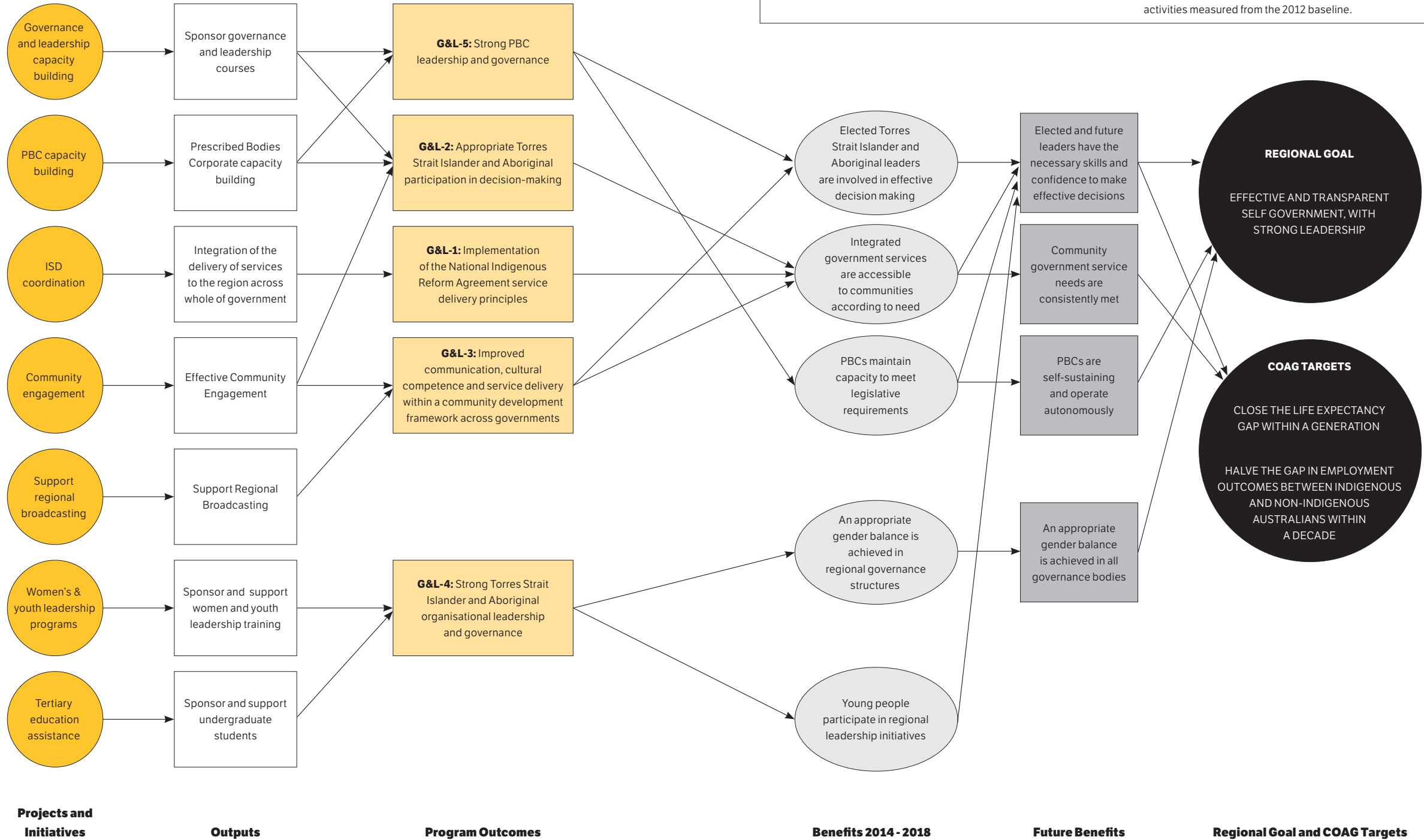
			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved

- The 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 reported in 2013 - 2014 to 1,608 this year.
- The service gaps were identified in 2009 - 2010 as part of the *Torres Strait and Northern Peninsula Area Regional Plan (2009 - 2029)* development process.



Helicopter is the only form of air transport into Ugar and Dauan islands.

**FIGURE 2-7:
GOVERNANCE AND LEADERSHIP PROGRAMME MAP**



- PERFORMANCE MEASURES**
- Increase the level of engagement of elected Torres Strait Islander and Aboriginal leaders in policy development and decision-making.
 - Achieve a minimum 20 per cent increase in access to services over the life of the Torres Strait Development Plan (2014 - 2018), measured from the 2012 Baseline Regional Plan Community Booklets.
 - Number of PBCs that achieve Office of the Registrar of Indigenous Corporations (ORIC) compliance as at 31 December each year.
 - Increase in Torres Strait Islander and Aboriginal women with the capacity to participate in leadership roles in the region measured from the 2012 baseline.
 - Increase in Torres Strait Islander and Aboriginal youth (18 – 25) with the capacity to participate in leadership development activities measured from the 2012 baseline.

CASE STUDY

Supporting Prescribed Bodies Corporate

The TSRA provides capacity-building and basic operational funding support to Registered Native Title Bodies Corporate (RNTBCs) based in the Torres Strait area. The RNTBCs or Prescribed Bodies Corporate (PBCs), as they are commonly referred to, play a crucial role in managing native title and representing the interests of Traditional Owners.

The level of funding for PBCs in the Torres Strait area is determined by the TSRA Board and an allocation is made from within the TSRA's budget appropriation under the Governance and Leadership Programme. The TSRA does not receive external or additional funding to support PBCs.

One of the challenges in determining appropriate levels of support funding is the varying capacity and operational capability of the 21 PBCs in the Torres Strait area. As PBCs mature their governance models and develop the capacity to manage their own operations, it is expected that their reliance on grant funding to support their operations will decrease. The TSRA has developed a PBC capability maturity model to assist it to target PBCs with the greatest developmental needs. Conversely, PBCs demonstrating good levels of capacity should be expected to earn operational funding on a fee-for-service basis.

In 2014 - 2015, the TSRA changed its PBC support model to a two-tier arrangement designed to align funding with governance capacity and operational needs.

Tier One applies to PBCs required by the Office of the Registrar of Indigenous Corporations (ORIC) to produce audited financial statements. Generally these PBCs demonstrate good capacity to manage their own finance and administration and conduct transactions with a turnover greater than \$100,000 per year. Tier One PBCs are able to effectively engage with their native title holders without external assistance. Tier One PBCs are offered an option to enter into a memorandum of agreement (MOA) with the TSRA as their supporting Native Title Representative Body (NTRB). The MOA specifies the functions PBCs will undertake on behalf of the NTRB or provide to other entities. The PBC negotiates a fee for these services. Tier One PBCs are responsible for generating their own income and for managing their own business, although the NTRB continues to provide assistance with legal representation on native title determinations, Future Acts and Indigenous Land Use Agreements. Money earned by the PBCs under fee for service is received into their general accounts for use in accordance with each PBC's rule book. There are no external reporting or acquittal requirements. Tier One PBCs are not eligible to apply for grant funding for operations or capacity building.



TSRA Chairperson and Chairperson of Mer Gedkem Le signing the Tier 1 MOU.

Tier Two applies to PBCs who do not meet the Tier One criteria. These PBCs are required to maintain a basic level of legislative compliance specified by ORIC and to effectively engage with their native title holders, with assistance if required. Generally these PBCs are reliant on grant funding for more than 80 per cent of their operations and have infrequent transactions, with turnover less than \$100,000 per year. Tier Two PBCs are fully supported by the TSRA and can apply for PBC support grant funding in line with the TSRA's PBC grant guidelines. Fee-for-service activity is encouraged but generally provides only a small component of operational costs. Money required by the PBC under grant funding arrangements is received into their grant accounts for use in accordance with an approved budget. Grant

funding is externally reported and full acquittal is required. The Tier Two support model is similar to the funding arrangements the Department of the Prime Minister and Cabinet has with the NTRBs that assist PBCs on the mainland.

Since the introduction of the two-tier model, the TSRA has entered into MOAs with the Mura Badulgal RNTBC (Badu Island) and the Mer Gedkem Le RNTBC (Mer Island). These PBCs now have full responsibility for managing land tenure in their respective communities following the transfer of the Deed of Grant in Trust on Badu Island to Mura Badulgal RNTBC in February 2014 and the reserve land on Mer Island to the Mer Gedkem Le RNTBC in December 2012.

NATIVE TITLE

Regional Goal

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

Programme Goal

The Native Title Programme goal is:

- To provide high-quality and culturally appropriate professional services to native title holders and claimants in the Torres Strait region, to facilitate the securing of legal recognition of native title to land and waters in the Torres Strait and thereby improve opportunities for improved economic, cultural and social participation for Torres Strait Islander and Aboriginal people living in the region.

Programme Objectives

The Native Title Programme component will:

- assist Traditional Owners obtain legal recognition of native title over land and sea in the Torres Strait region
- manage and legally protect native title rights
- build the capacity of Prescribed Bodies Corporate (PBCs).

Programme Deliverables

- Provide legal, policy and advocacy support for PBCs.
- Support native title activities, including determination of claims and provision of legal advice and support.
- Negotiate and execute Indigenous Land Use Agreements (ILUAs) and other statutory agreements.
- Provide legal advice and support in relation to Future Acts.

Programme Expenditure 2014 - 2015

TABLE 2-21:
NATIVE TITLE PROGRAMME EXPENDITURE, 2014 - 2015 (UNAUDITED)

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
3,760	3,792	(32)

Torres Strait Development Plan 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 Indigenous Land Use Agreements.
- Native title claims are successfully determined.
- Prescribed Bodies Corporate understand and meet their responsibilities under the *Native Title Act 1993* (Cth).

Programme Performance

ACTIVITY	FLAG	STATUS
Native title compensation	○	<p>The Native Title Office briefed counsel to provide an opinion on the feasibility regarding a compensation claim for Mer under the Native Title Act.</p> <p>This matter is currently in progress, with a view to lodging a compensation claim in the Federal court by December 2015.</p>
Deeds of Grant in Trust (DOGIT) transfer	○	<p>The Queensland Government advised that there are currently no funded DOGIT transfers planned for the Torres Strait region.</p>
Katter leases	○	<p>There are 351 Katter leases in the region. The TSRA does not have the legal resources to process Katter lease applications on behalf of Traditional Owners.</p> <p>The Native Title Office provides information on the lease process to PBCs and Traditional Owners and assists them to refer enquiries directly to the Queensland Government.</p>
Major Infrastructure Indigenous Land Use Agreement	●	<p>The Native Title Office is working on draft 22 of the Major Infrastructure ILUA with the Queensland Government and the Torres Strait Island Regional Council.</p>
Management of Future Acts	●	<p>The Native Title Office has received 85 Future Act notices this financial year. The Native Title Office has responded to 65 of these notices.</p> <p>The Torres Strait Fisheries Working Group is a committee elected by the Malu Lamar (TSI) Corporation to assist with responses to Future Act notices relevant to the Torres Strait Regional Sea Claim Part A area.</p>
Native title claim Naghir Island	●	<p>One of the native title parties raised issues regarding the future conduct of the Naghir Island native title claim and concerns regarding anthropological research. This matter is currently under consideration regarding future funding.</p>
Torres Strait Regional Sea Claim Part B (QUD6040/2001)	○	<p>The Part B area is wholly overlapped by two claims – one claim filed on behalf of the Kaurareg People and the other claim filed on behalf of the Gudang Yadheykenu People.</p> <p>During Federal Court ordered mediation held earlier this year, agreement was reached between Badulgal, Mualgal and Kaurareg peoples that the western overlap is shared sea country. Negotiations have now commenced with the other respondent parties towards a consent determination in 2016 for the western agreed area.</p> <p>Negotiations with the Gudang Yadheykenu People about resolving the eastern overlap area will be scheduled once the western overlap is determined.</p>

ACTIVITY	FLAG	STATUS
National Native Title Conference	●	Torres Strait Prescribed Body Corporate delegates attended the National Native Title Conference, held from 14-18 June 2015. The Malu Lamar (TSI) Corporation Chairperson Maluwap Nona presented on the success of the Torres Strait sea claim. The TSRA Chairperson Mr Joseph Elu facilitated the Mabo lecture.
NTRB legal services	●	The Native Title Office provided legal assistance to all Torres Strait PBCs and Traditional Owners upon request. Table 2.22 provides statistical information on levels of engagement.
PBC working group	○	There was no requirement to schedule a separate PBC working group meeting this financial year. The Native Title Office fulfilled its engagement obligations with PBC chairs through meetings held at the National Native Title Conference and the regional sea forum.




Legend

○	●	●	●
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months



Kaurareg Native Title Aboriginal Corporation Chair Mr Milton Savage.

Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Number of changes to native title and fisheries legislation that reflect the commercial rights of Traditional Owners.		The Malu Lamar (TSI) RNTBC has a technical working group engaged to look at changes to fisheries and native title legislation.
Number of reported non-compliance matters involving Prescribed Bodies Corporate.		There are no reported non-compliance matters for the region.
Number of Deeds of Grant in Trust (DOGITs) transferred to Prescribed Bodies Corporate with appropriate support mechanisms.		The Queensland Government has advised there are currently no further DOGIT transfers planned for the Torres Strait region.

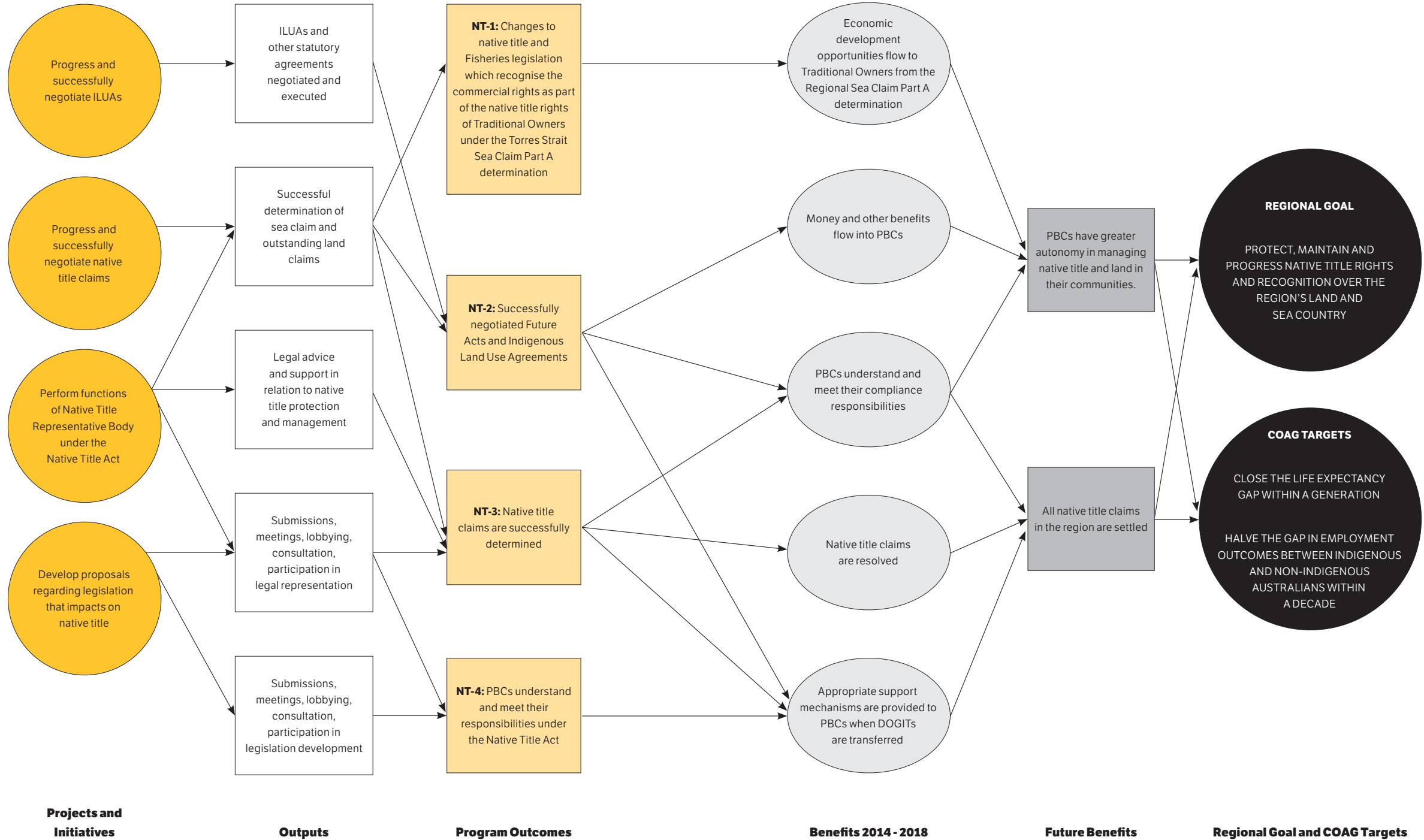
Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved



Dancers at Torres Strait Masks Exhibition.

**FIGURE 2-8:
NATIVE TITLE PROGRAMME MAP**





Ugar Traditional Owners mapping out traditional land boundaries.

Statistical Data

Table 2-22 provides a statistical summary of Native Title Programme activity in 2014 - 2015.

**TABLE 2-22:
NTRB PERFORMANCE STATISTICS**

FACILITATION AND ASSISTANCE	NUMBER
1. Claims experience	
Claimant applications	
Active claims represented at 30 June 2014	2
Plus claims filed this year by Native Title Representative Body	0
Less claims determined 2014 - 2015	0
Less claims dismissed 2014 - 2015	0
Less claims withdrawn 2014 - 2015	0
(+ or -) Other disposition (describe)	
Active claims represented at 30 June 2015	2
Number of these registered by National Native Title Tribunal	2
Claims in Development	1
Non-claimant applications	0
Compensation claims	0
2. Agreements experience	
Future Act notices received	85
Responses to Future Acts	63
Agreements concluded	0
Agreements in development	2
Indigenous Land Use Agreements concluded and registered	3
Indigenous Land Use Agreements in development	37
Complaints and disputes	
Complaints	
Received	0
Resolved	0
Pending	0
Disputes relating to native title applications	0
Disputes relating to Indigenous Land Use Agreements, rights of access and other matters	0
Requests for review of decisions not to assist	
Requests received	0
Reviews completed	0

CASE STUDY

Keeping Native Title Holders Informed – Sea Forum Summits

As the Native Title Representative Body (NTRB) for the Torres Strait region, the TSRA, through the Native Title Office (NTO), has the function of informing native title holders of any matter which may relate to or have an impact on native title in the area under section 203BJ of the *Native Title Act 1993* (Cth).

In 2014 - 2015, there were many changes to state legislation that, potentially, could impact on the native title rights and interests of Traditional Owners in the region. An example of this is the amendment to the *Aborigines and Torres Strait Islanders (Land Holding) Act 1985* (Qld) regarding Katter leases and the amendment to the *Torres Strait Islander Land Act 1991* (Qld) to allow freehold title. The changes will allow the grant of Katter lease applications and the introduction of freehold title on Torres Strait Islander land. The NTO not only has an obligation to make submissions to the relevant agency before the introduction of the legislation, but also to inform the region's Traditional Owners through the Prescribed Bodies Corporate (PBCs) of the possible impact of those changes on native title rights and interests.

A Sea Forum Summit is an important platform for informing all Traditional Owners through their PBCs of issues that can affect them

PBCs hold native title in trust for all the Traditional Owners in the native title determination area and are incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth) (CATSI Act). PBCs are appointed by the Federal Court following a determination of native title and have land dispute resolution functions when it comes to matters involving native title land. For example, should the government wish to make a grant of freehold title on native title land, an Indigenous Land Use Agreement (ILUA) will be required since the grant of freehold will extinguish native title. The PBC is required by law to engage with the Traditional Owners of the land and obtain their consent in writing before the PBC can sign off on an ILUA which would allow the grant of freehold to go ahead.

Keeping the PBCs informed is the best way of ensuring that important information of regional significance gets to the Traditional Owners so that a decision can be made with free, prior and informed consent.

A Sea Forum Summit is an important platform for informing all Traditional Owners through their PBCs of issues that can affect them, and provides direct and immediate feedback to governments on proposed changes to policies or legislation.



The chairs of Prescribed Bodies Corporate receiving an update on cultural heritage from Mr John Schiaro, principal cultural heritage adviser, Queensland Department of Aboriginal and Torres Strait Islander Partnerships.

The NTO arranged a Sea Forum Summit in Cairns from 18 to 20 February 2015. The summit was attended by the chairs of the 21 PBCs in the region and by Queensland Government representatives, including Ministers, who were able to provide an update on and explanation of important issues, such as the social housing programme and land tenure and cultural heritage matters. The Mayor of the Torres Strait Island Regional Council provided an update on local government matters and the NTO legal team gave an update on progress on the Torres Strait Regional Sea Claim Part B and on other native title matters of regional significance.

With all PBC chairs also being members of Malu Lamar, which is the PBC for the Torres Strait Regional Sea Claim Part A, there was opportunity to hold a Malu Lamar meeting to discuss progress in the area of fisheries reform. To this end, a Malu Lamar fisheries working group was given authority to progress discussions with all fisheries stakeholders in the Torres Strait on their goal of 100 per cent ownership.

At the end of the Sea Forum Summit, a number of resolutions were recorded and voted on. Those resolutions included instructions to the TSRA in its capacity as the NTRB or instructions to the NTO to write to relevant Ministers outlining concerns regarding proposed changes to the law.

Native Title Representative Body Reporting

The information reported in this section is specific to TSRA's Native Title Representative Body (NTRB) functions under the *Native Title Act 1993* (Cth).

Overview of the TSRA as a Native Title Representative Body

Native Title Representative Bodies (NTRBs) are primarily responsible for providing effective and equitable native title and related assistance to constituents in their prescribed regions. Constituents are those persons who hold or may hold native title in the region where the NTRB performs its functions. One of the guiding principles for the operation of NTRBs is that they should act in the best interests of their constituents.

The TSRA, through its Native Title Office (NTO), performs the NTRB functions for the Torres Strait region. In 1996, the TSRA was appointed as a recognised NTRB under the Native Title Act. The 1998 amendments to the Act required that NTRBs reapply for recognition. The TSRA was invited to reapply and was subsequently recognised as the Torres Strait NTRB for the period 2015 - 2016.

The NTO Operational Plan for 2014 - 2015 is aligned to the *Torres Strait Development Plan 2014 - 2018*.

Native Title Representative Bodies are primarily responsible for providing effective and equitable native title and related assistance to constituents in their prescribed regions.

Prescribed Bodies Corporate

When a favourable determination of native title is made by the Federal Court, the Traditional Owners are required to establish a Prescribed Body Corporate (PBC). PBCs must be incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth). The PBC model was adopted to enable native title communal property rights to interact meaningfully with Australian property law. It ensures that the body is represented by a legal entity vested with authority to make binding decisions on its behalf, thus ensuring legal certainty for any parties wishing to negotiate, conduct business or make agreements with the native title holding body. The TSRA recognises that PBCs have specific functions and obligations under both the Native Title Act and the *Corporations (Aboriginal and Torres Strait Islander) Act*.

The TSRA has established a PBC capacity-building grants facility. All PBCs in the region are invited to apply for financial assistance to offset the administrative costs associated with their native title role. The PBC grants are managed as part of the TSRA's biannual common funding rounds. Capacity building for PBCs is managed by the TSRA's Governance and Leadership programme. The NTO was instrumental in establishing the Queensland PBC working group as a lobby group to highlight the issues facing PBCs in Queensland and the rest of Australia.

Legislative Functions of the TSRA in its NTRB Capacity

In its NTRB role, the TSRA, through the NTO, performs specific functions under the Native Title Act. These include:

- facilitating the conduct of research, and the preparation and making of claims, by groups of Aboriginal peoples or Torres Strait Islanders, for determinations of native title and for compensation for acts affecting their native title
- assisting in the resolution of disputes within groups about the making of such claims
- assisting groups by representing them, if requested to do so, in negotiations and proceedings relating to the doing of acts affecting native title, the provision of compensation in relation to such acts and any other matter relevant to the operation of the Act
- facilitating support for and assistance to PBCs.

The legislative functions of NTRBs are set out in section 203B of the Native Title Act, which states:

1. A representative body has the following functions:
 - a. the facilitation and assistance functions referred to in section 203BB;
 - b. the certification functions referred to in section 203BE;
 - c. the dispute resolution functions referred to in section 203BF;
 - d. the notification functions referred to in section 203BG;
 - e. the agreement making function referred to in section 203BH;
 - f. the internal review functions referred to in section 203BI; and
 - g. the functions referred to in section 203BJ and such other functions as are conferred on representative bodies by this Act.

A NTRB may only perform its facilitation and assistance functions if requested to do so.

Organisational Structure and Corporate Governance Policies

NTO staff operate as a programme within the TSRA and are therefore included within the TSRA's organisational structure (see Appendix 1). Similarly, NTO staff are bound by the same corporate governance policies that apply to the TSRA generally.

Report on Performance

In addition to the information below, the Native Title Programme Report on pages 80 to 91 provide statistical data on claims, agreements and complaints.

The TSRA operates in a predominantly post-determination environment. There are no significant trends in operating statistics which require intervention.

The TSRA is continuing to negotiate with the Queensland Government to resolve specific points of the Infrastructure and Social Housing Indigenous Land Use Agreement (ILUA). This ILUA is in its twenty-second draft and the TSRA expects the issues to be resolved in 2015 - 2016.

There have been no significant changes in the nature of the principal functions and services provided through the NTO.

The general nature of complaints received have been that the PBCs have not consulted widely in communities (with all Traditional Owners) when communicating decisions relating to the ILUAs and future acts. The NTRB's response is that the PBCs themselves should resolve disputes under their rules. The PBC support officer and visiting legal staff from the NTO reinforce this requirement with PBC members during community visits.

Summary Resources Table

For the 2014 - 2015 financial year, the NTO received \$3.760 million for operations.

The financial performance of the TSRA in its NTRB capacity is outlined in Table 2-23.

**TABLE 2-23:
NTRB FINANCIAL PERFORMANCE, 2014 - 2015 (UNAUDITED)**

NTRB FUNCTIONS	ACTUAL 2013 - 2014 \$'000	BUDGET 2014 - 2015 \$'000	ACTUAL 2014 - 2015 \$'000	VARIATION 2014 - 2015 \$'000
Expenditure				
Capital	-	-	-	-
Activities	2,293	3,200	3,194 ⁽¹⁾	6
Corporate	605	560	598	(38)
Total	2,898	3,760	3,792	(32)
Income				
Australian Government via Appropriation	2,959	3,760	3,760	0
Activity Generated Income	-	-	-	-
Interest	-	-	-	-
Reversal of previous Asset write downs	-	-	-	-
Other	-	-	-	-
Total	2,959	3,760	3,760	0

(1) This figure includes \$0.115 million in credits from the Queensland Government for work relating to Indigenous Land Use Agreements performed by the NTRB on their behalf.

Performance against Budget

In performing its NTRB role, the TSRA has operated within the planned budget for 2014 - 2015.

There have been no significant changes in funding from 2013 - 2014 or changes to the 2014 - 2015 budget during the year.

There have been no significant occurrences during the period between the end of the reporting period and the tabling of the Annual Report of Operations.

Management of Human Resources

The NTO has five employees, four of whom live in the region. They are:

- a Principal Legal Officer
- a Paralegal
- three Administration Support Officers.

Since 2005, the NTO has assisted 20 law students to undertake legal internships through the Aurora Project. One student has also undertaken Practical Legal Training.

Information about workforce planning, workplace health and safety, indemnities and insurance premiums for NTO staff are included within the TSRA's procedures and policies.

All NTO staff are subject to the TSRA Enterprise Agreement 2011 - 2014. This Enterprise Agreement will remain in force until negotiations on the new Enterprise Agreement are complete. No NTO staff are on Australian Workplace Agreements.

NTO staff members participated in training and development with other TSRA staff as well as training and development to meet the requirements for legal practitioners in Queensland under the relevant legislation.

Table 2-24 shows the representation of Equal Employment Opportunity groups and classification levels in the NTO as at 30 June 2015.

**TABLE 2-24:
EQUAL EMPLOYMENT OPPORTUNITY GROUPS, NATIVE TITLE OFFICE, 2014 - 2015**

APS CLASSIFICATION	FEMALE	MALE	TORRES STRAIT ISLANDER OR ABORIGINAL	PEOPLE WITH A DISABILITY
Executive Level 2	0	1	0	0
Executive Level 1	0	0	0	0
APS Level 6	0	0	0	0
APS Level 5	1	0	1	0
APS Level 3	3	0	3	0
Total	4	1	4	0

NTO Consultancies for the 2014 - 2015 Reporting Period

The NTO uses external legal counsel and external consultants to meet its strategic objectives. Table 2-25 shows the consultants engaged during the reporting period.

**TABLE 2-25:
CONSULTANTS ENGAGED BY THE NTO, 2014 - 2015**

EXPERTISE	CONSULTANT	SERVICE	
Legal	Robert Blowes SC	Senior counsel for the Torres Strait Regional Sea Claim Part B	
	Tom Keely	Junior counsel for the Torres Strait Regional Sea Claim Part B	
	Tina Jowett	Counsel assisting with the negotiation of ILUAs and native title compensation	
	Michael Neal	Independent legal representation for Naghir and Warral and Ului matters	
	Jim Brooks	Independent legal representation for Naghir matter	
	Oliver Gilkerson	Advice and assistance with the Deed of Grant in Trust (DOGIT) transfer Development of an infrastructure and social housing ILUA Advice and assistance with the Mer reserve transfer ILUA Advice and assistance with the Saibai sea walls project Legal representative for the Torres Strait Regional Sea Claim Part B Advice and assistance with Future Acts	
	Marrawah Law	Kaurareg native title claims (brief out)	
	Greg McIntyre SC	Independent legal representative for Naghir matter	
	Paul Sheiner	Independent legal representative for Naghir matter	
	Prestons Law	Representative for Bamaga in the Cape York native title claim	
	Dr Kevin Murphy	Torres Strait Regional Sea Claim Part B and Warral and Ului anthropological advice and reports	
	Anthropological	Dr Brendan Corrigan	Research and advice for the Naghir matter



Island Council
Chairman
Deputy Chairman
Councillor
Construction
Engineering & Project Managers
Education & Training
Architects
Construction & Associates
Construction
M&S Construction Ltd

Poruma PBC Chair Frank Faud, TSRA Chair and TSRA Member for Poruma.

HEALTHY COMMUNITIES

Regional Goal

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

Programme Goal

The Healthy Communities Programme goals are:

- to monitor and provide strategic policy advice to the Torres Strait Health Partnership and Integrated Service delivery partners to ensure that advances are being made in primary and preventative health care
- to play a more direct role through the provision of funding and support to preventative health initiatives that will improve a healthy lifestyle and will link with the Environmental Management Programme to support local fresh food production
- to be directly involved in making housing more affordable for Torres Strait Islander and Aboriginal people in the region.

Programme Objectives

The Healthy Communities Programme component will:

- seek to influence policy for all health programs across all tiers of government
- monitor health services and health initiatives across the Torres Strait and Northern Peninsula Area and provide strategic policy advice
- direct support targeting healthy lifestyles, including improving availability of fresh produce and healthy food options, and encouraging people to undertake healthy activities
- provide some direct support for home ownership.

Programme Deliverables

- 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.



Delivering the Strait Smile initiative in schools.



New gym on Thursday Island.

Programme Expenditure 2014 - 2015




**TABLE 2-26:
HEALTHY COMMUNITIES PROGRAMME EXPENDITURE, 2014 - 2015 (UNAUDITED)**

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
14,716	14,629	87

Torres Strait Development Plan 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.

Programme Performance

ACTIVITY	FLAG	STATUS
Support community health projects		<p>Five grants funded a range of community-based healthy lifestyle promotion projects, including health prevention, increased school participation, dental health and community health leadership projects. Two programmes included:</p> <ul style="list-style-type: none"> — the Strait Smile programme, implemented in the Boigu, St Pauls, Mer, Warraber, lama, Erub and Poruma communities — the Shadow Fitness Programme, delivered on Mer
Seawalls and landfill renovation projects		<p>Seawalls protecting the Saibai Cemetery were constructed and works on Poruma emergency coastal stabilisation have also been undertaken.</p> <p>Major works planned for Saibai were progressed, while works at Poruma and Boigu were delayed.</p> <p>Works at Masig, lama and Warraber are scheduled for completion by 2016 - 2017.</p> <p>The Healthy Communities Programme continues to work with the Torres Strait Island Regional Council, other regional councils and the Queensland Government Department of Infrastructure, Local Government and Planning through the Major Infrastructure Programme management committee to address waste and landfill renovation issues in the region.</p>
Sport and recreation activities (grants)		<p>The TSRA funded several local council infrastructure upgrades, including to the Thursday Island (TI) training facility at Ken Brown Oval and the TI stadium gym. Hammond Island received a shade sail for their outdoor basketball court.</p> <p>The Torres Strait Youth and Recreational Sporting Association continued to administer sports subsidy funding throughout the Torres Strait and Northern Peninsula Area.</p> <p>Twelve major local sporting carnival events were supported.</p> <p>Grants for 68 sport and recreation activities encouraged participation in a range of sporting and recreational events, including sports at state and national levels.</p> <p>Sport and recreation participation rates in 2014 - 2015 were as follows:</p> <ul style="list-style-type: none"> — in the 0-12 age group: 179 children — in the 13-25 age group: 834 young people — in the 26-54 age group: 1,057 adults — in the 55 years and over: 53 older persons <p>Total: 2,123 participants.</p>

ACTIVITY	FLAG	STATUS
Support community horticulture projects (grants)	●	<p>The Healthy Communities Programme, in conjunction with the Environmental Management Programme landcare supervisor, provided technical support to four communities to maintain community gardens.</p> <p>The TSRA also funded an environmental education officer role in Tagai State College.</p> <p>The TSRA has embarked on the development of a three-year implementation strategy to improve people's access to affordable, fresh and healthy food in the region. As part of the development of the strategy, the TSRA has engaged with key stakeholders, such as the local food supplier Islander Board of Industry and Services, to contribute to the strategy.</p>
Waste feasibility support project	●	<p>A sustainable waste solutions awareness-raising project has been funded for a staged community awareness campaign to be delivered for Torres Strait inner islands (Kaiwalagal area).</p> <p>A regional waste management implementation strategy, primarily driven at a regional level and involving three local government councils and the Queensland State Government, is being developed with support provided by the TSRA Healthy Communities Programme.</p>
Horn Island Affordable Housing Project	●	<p>The Horn Island Affordable Housing Project is now at a stage where clearing of land and construction of serviced lots can commence; however, additional land tenure issues have emerged, which has led to delays in the construction of the subdivision of serviced lots.</p> <p>The Torres Shire Council along with the Queensland Government is working with the TSRA Native Title Office to resolve these issues.</p>
Major infrastructure projects	●	<p>Thirteen environmental health infrastructure projects will be delivered under the Major Infrastructure Programme – MIP5. These projects are underway and due for completion by December 2016.</p>
Prince of Wales (POW) water service project (grant)	●	<p>A total of 49 water tanks have been delivered to residents on POW and surrounding communities – Friday, Entrance, Port Lihou and Packe islands.</p> <p>A bore water drilling operation to locate emergency water to establish a well is underway on POW.</p>
Torres Strait Island Regional Council (TSIRC) water and waste management programme	●	<p>The TSRA continued its contribution to the TSIRC water and waste water management programme through 2014 - 2015 to ensure that services are adequately maintained for outer island communities.</p>

ACTIVITY	FLAG	STATUS
TSIRC water testing project	●	This project is being implemented in three Torres Strait communities. The TSIRC in-house water testing will be expanded to include all outer island clusters in 2015 - 2016, as part of ongoing improvements to water testing requirements for communities.
Ugar community access infrastructure project (grants)	●	Several feasibility studies to address the all-tide access issue at the Ugar community have been undertaken. All have found that infrastructure solutions are cost prohibitive, and that reef dredging options may have significant adverse environmental outcomes. Due to budget constraints, non-infrastructure solutions will be investigated to resolve and improve community access outcomes.
Health promotion and community education projects	●	Four healthy communities workshops, delivered by the TSIRC were held at Warraber, Erub, Boigu and Mer communities. The workshops built the capacity of 24 youths to change health outcomes for communities.

Legend



Not yet started



Completed /
On schedule



Behind schedule
less than three months






Behind schedule
more than three months



Rangers and community members sandbagging Dauar cemetery project.

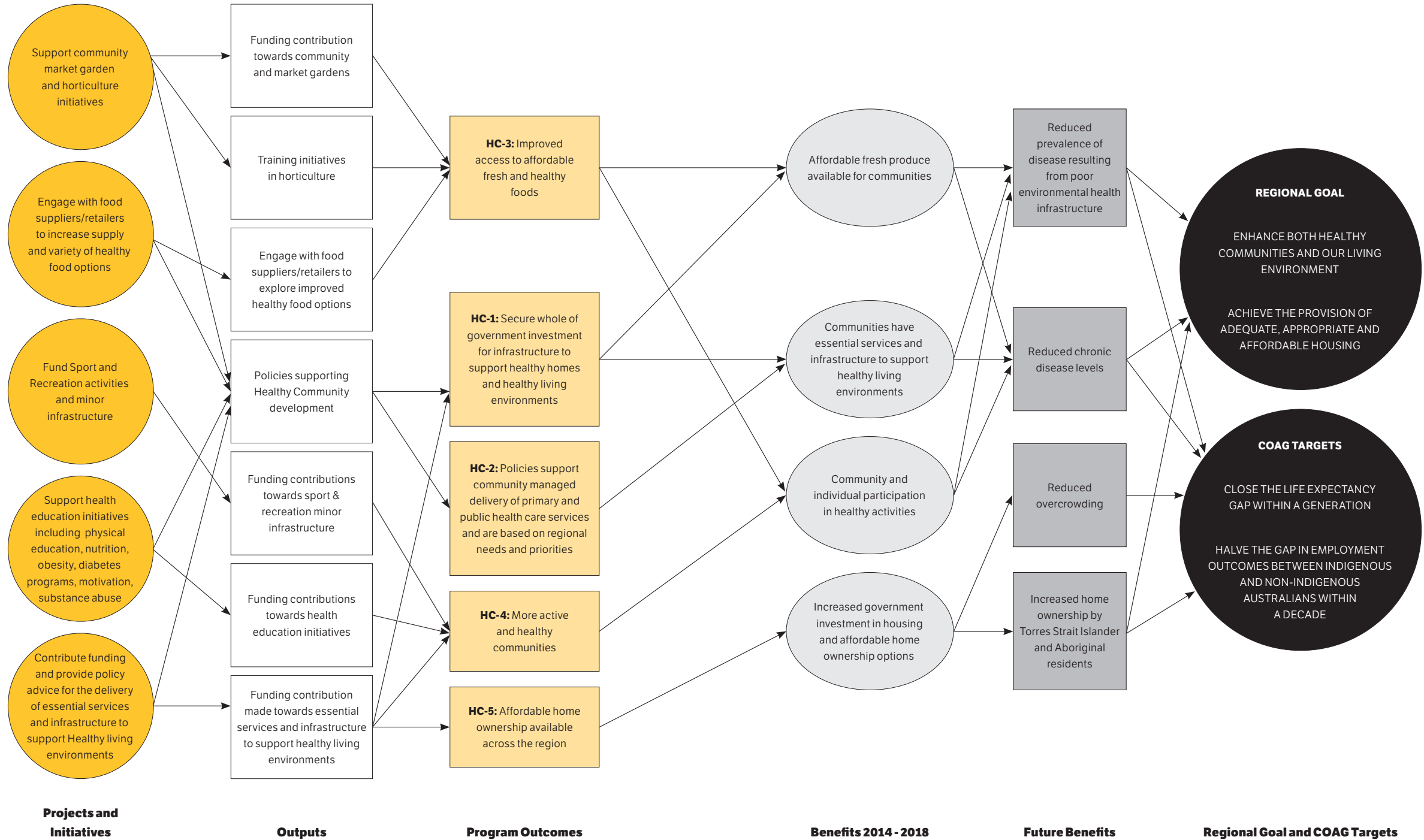
Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
Increased access to fresh and affordable foods in Torres Strait communities.		The TSRA is adopting a multi-pronged approach to address this need and has engaged with local fresh food suppliers to improve the range and quality of foods, talked with retailers about how to improve the delivery of food supplies to outer island communities and contributed to discussions to improve community-based gardening initiatives. Measures for this criterion are still being developed.
Increase in participation in structured sport, recreation and healthy lifestyle activities.		The TSRA continued funding for sporting subsidies through its partnership with the Torres Strait Youth and Recreational Sporting Association. Ten major local sporting events were delivered and 43 grants for a range of sporting and recreational activities were approved. A total of 2,123 participants were supported in 2014 - 2015.
Increase in serviced land and infrastructure to support housing for Torres Strait Islander and Aboriginal people.		The TSRA has partnered with the Torres Shire Council to deliver the Horn Island Affordable Housing Project. The TSRA has contributed funding to establish the subdivision and in-ground services for 24 housing lots. Issues with land tenure have delayed progress and the council is working with the Queensland Government and the Kaurareg Native Title Aboriginal Corporation to resolve boundary issues.

Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved

**FIGURE 2-9:
HEALTHY COMMUNITIES PROGRAMME MAP**



CASE STUDY

Improving health and social outcomes through sport and recreation

The Torres Strait Regional Authority has funded the non-government organisation Torres Strait Youth and Recreational Sporting Association (TSYRSA) for the past 20 years. The TSYRSA manages low-value grants and distributes sports subsidies to sport and recreation bodies in the region. The TSYRSA has a strong foundation and established networks with sporting clubs and recreational bodies throughout the 16 inner and outer islands of the Torres Strait and in the communities on the Northern Peninsula Area.

In partnership with the TSRA, the TSYRSA is making a strong contribution towards closing the gap in health outcomes for the people of the Torres Strait and Northern Peninsula Area.

The association has been responsible for, and proactive in, the promotion and implementation of a wide range of healthy lifestyle activities, sport and recreational activities and the allocation and administration of sporting funds throughout the Torres Strait region. The association works with regional sporting clubs, schools, sport interest groups and talented individuals with potential for state-level or higher representation.

Based on Thursday Island, the association has a range of resources (administration staff, office space, meeting space, access to computers and the internet) available to sporting and recreational bodies to assist them in planning and communicating events.

The TSRA conducted a performance review of all its major funded non-government organisations in 2014 - 2015. The review recommended that the TSRA should support additional governance and administrative training for the TSYRSA to assist them to build their organisational capacity to improve performance and prepare them for additional responsibilities.

The TSYRSA has now embarked on a 12-month work plan which is strengthening the organisation's existing services. The work plan includes the formal establishment of a sport and recreational reference group to improve collaboration between stakeholders and streamline programmes that benefit the whole of the Torres Strait.

The TSYRSA contributes to the improvement of the health and wellbeing of Torres Strait Islanders and Aboriginal people in the region. The organisation facilitates access to elite sports pathways and the participation of youth at state and national levels.

The TSYRSA has recently secured additional programme funding from the Queensland Department of National Parks, Sport and Racing. They have established a partnership with the region's Community Development Programme (CDP) service provider, My Pathway, to secure a major renovation upgrade of the Thursday Island Water Sports Club, which will be used as a training facility for CDP participants and a community sports and recreation facility.

In partnership with the TSRA, the TSYRSA is making a strong contribution towards closing the gap in health outcomes for the people of the Torres Strait and Northern Peninsula Area.



Torres Strait representatives at School Boy Peninsula Rugby League.

The TSYRSA has a strong foundation and established networks with sporting clubs and recreational bodies throughout the 16 inner and outer islands of the Torres Strait and in the communities on the Northern Peninsula Area.

SAFE COMMUNITIES

Regional Goal

To have safe, healthy, respectful and progressive communities, based on Ailan Kastom and Aboriginal traditions (Communities) and strong families and safe and healthy communities that is guided by cultural and traditional Lore (Social Services).

Programme Goal

The Safe Communities goals are:

- to influence policy and monitor service delivery by other agencies
- to undertake a leading and supporting role through Integrated Service Delivery forums, contributing to the development and monitoring of standards for the provision of social services in the region. The programme will also contribute directly to some public and community safety and community accessibility outcomes through funding and support for targeted initiatives.

Programme Objectives

The Safe Communities Programme component will:

- contribute to the development of standards for the provision of all mainstream social services and facilities, including emergency response services, through engagement with responsible agencies
- undertake a policy advocacy, monitoring and supporting role with respect to mainstream services, advocating and acting as a solution broker on behalf of communities and the region, using Integrated Service Delivery forums
- provide direct funding and resource support for some social support services, and infrastructure, facilities and equipment, that contribute to improved safety and accessibility for communities and families (the TSRA will not provide mainstream social or community services).

Programme Deliverables

- Effective community and social services 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.



Badu Airstrip.



Erub Airport.

Programme Expenditure 2014 - 2015

**TABLE 2-27:
SAFE COMMUNITIES PROGRAMME EXPENDITURE, 2014 - 2015 (UNAUDITED)**

BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,487	4,375	112

Torres Strait Development Plan 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.

Programme Performance

ACTIVITY	FLAG	STATUS
School attendance and learning initiatives (grants)	●	<p>The TSRA provides grants for projects that improve the delivery of social services in the Torres Strait and Northern Peninsula Area. In 2014 - 2015, the TSRA supported the Ensuring a Strait Start project developed by the Torres Strait Islanders' Regional Education Council (TSIREC) to improve access to early education support in Torres Strait communities.</p> <p>Strait Start is currently being delivered on Thursday Island, Badu, and Poruma, Boigu, Iama, Erub, Kubin, Masig and Mer communities. TSIREC is working towards implementing the project in communities on Warraber, Mabuia, Saibai, St Pauls and Horn Island.</p>
Community safety partnerships	●	<p>The TSRA's role in the Torres Strait is enhanced through partnerships with relevant local, state and Commonwealth agencies. The TSRA is a member of the Torres Strait Marine Safety Programme (TSMSP), which contributes to improved boating safety.</p> <p>In 2014 - 2015, the TSRA contributed to the TSMSP school-based marine safety, project enabling the purchase of correctly fitted life jackets for school-aged children in the Torres Strait and Northern Peninsula Area. (See the Safe Communities Programme case study on page 116).</p> <p>The TSRA has key partnerships with the three local government councils in the region. In 2014 - 2015, the TSRA contributed funds towards the purchase and installation of high frequency (HF) radios to be used for improved communications capability for disaster management situations.</p>
Community safety projects (grants)	●	<p>A lifeguard training project at the local pool in the Northern Peninsula Area is an example of a community safety grant project funded in 2014 - 2015.</p>
Law enforcement partnerships	●	<p>The TSRA provides funding support for the delivery of legal services for residents in the region through a partnership with the Attorney General's Department (AGD). The service is provided by the Aboriginal and Torres Strait Islander Legal Service.</p> <p>The TSRA and AGD have agreed to continue their partnership arrangements for a further three years, ensuring that key legal services support will continue to be provided for the region.</p> <p>In 2014 - 2015, 3,067 cases relating to duty lawyer, criminal, family and civil casework were supported; 8,931 cases were supported for advice and minor assistance. A new Community Legal Education Officer role was created to assist clients with understanding the legal process.</p>

ACTIVITY	FLAG	STATUS
Social services delivered by NGOs – Port Kennedy Association and Mura Kosker Sorority	●	Core operational and service support funding was provided to the Mura Kosker Sorority and Port Kennedy Association to continue to deliver important community social support services. With this support these two organisations deliver programmes such as child and family support services, after school and holiday care initiatives, financial counselling and literacy and women and men’s groups. Additional funding was also granted to support governance and administrative capacity building for these community-based non-government social services providers.
Transport Infrastructure Development Scheme (TIDS)	●	<p>The TSRA and the Queensland Government Department of Transport and Main Roads have extended their memorandum of understanding to deliver the Transport Infrastructure Development Scheme (TIDS). In 2014 - 2015, TIDS delivered a schedule of works covering land, sea and air transport infrastructure on Torres Strait outer island communities and in the Northern Peninsula Area.</p> <p>The Torres Strait works included:</p> <ul style="list-style-type: none"> — the final stage of the Hammond Island pavement and drainage works — St Pauls and Saibai jetty and ramp repairs. <p>The Northern Peninsula Area (NPA) works included:</p> <ul style="list-style-type: none"> — airport drainage and pavement repairs on the NPA airstrip — Seisia jetty lighting and electrical reticulations.
Coordination of infrastructure planning	●	<p>The TSRA works in partnership with key Commonwealth and state agencies to secure and maintain funding relationships that contribute to key regional infrastructure projects.</p> <p>A co-funding initiative with the Torres Strait Island Regional Council commenced in 2013 - 2014 for infrastructure upgrades. In 2014 - 2015, this initiative delivered:</p> <ul style="list-style-type: none"> — installation of solar lights at Hammond Island wharf — a welding shed fitout at Warraber — construction of an airport waiting area on Mer — refurbishment of community halls on Badu, Saibai and Ugar.
Community capacity building (grants)	●	Nine grants were provided to individuals and community organisations to encourage community safety awareness and capacity building in our current social service providers, to improve the wellbeing of communities.
Social and economic engagement partnerships	●	In 2014 - 2015, 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. While no new formal partnerships were finalised in this period, the programme’s existing partnerships to improve the safety of family, community and public spaces were strengthened.

ACTIVITY	FLAG	STATUS
Social Services Delivered by NGOs (Grants)	●	<p>In 2014 - 2015, the TSRA completed a review of the performance and financial management of non-government organisations (NGOs) in receipt of significant funding from the TSRA. These NGOs deliver vital social services to the region. As a result, additional funding and organisational support was provided to the Mura Kosker Sorority and Port Kennedy Association. This support will build governance and administrative capacity to improve the delivery of social support services in the Torres Strait region.</p> <p>Activities funded in 2014 - 2015 included:</p> <ul style="list-style-type: none"> — Ailan Kreation, the ripple effect programme — Port Kennedy Association – community after school care programme — Port Kennedy Association – regional hub workshop stage 2 — Kaziw Meta College – new student transport bus.

Legend

○	●	●	●
Not yet started	Completed / On schedule	Behind schedule less than three months	Behind schedule more than three months




Beachside BBQ affected by king tide, Sadie's Beach.

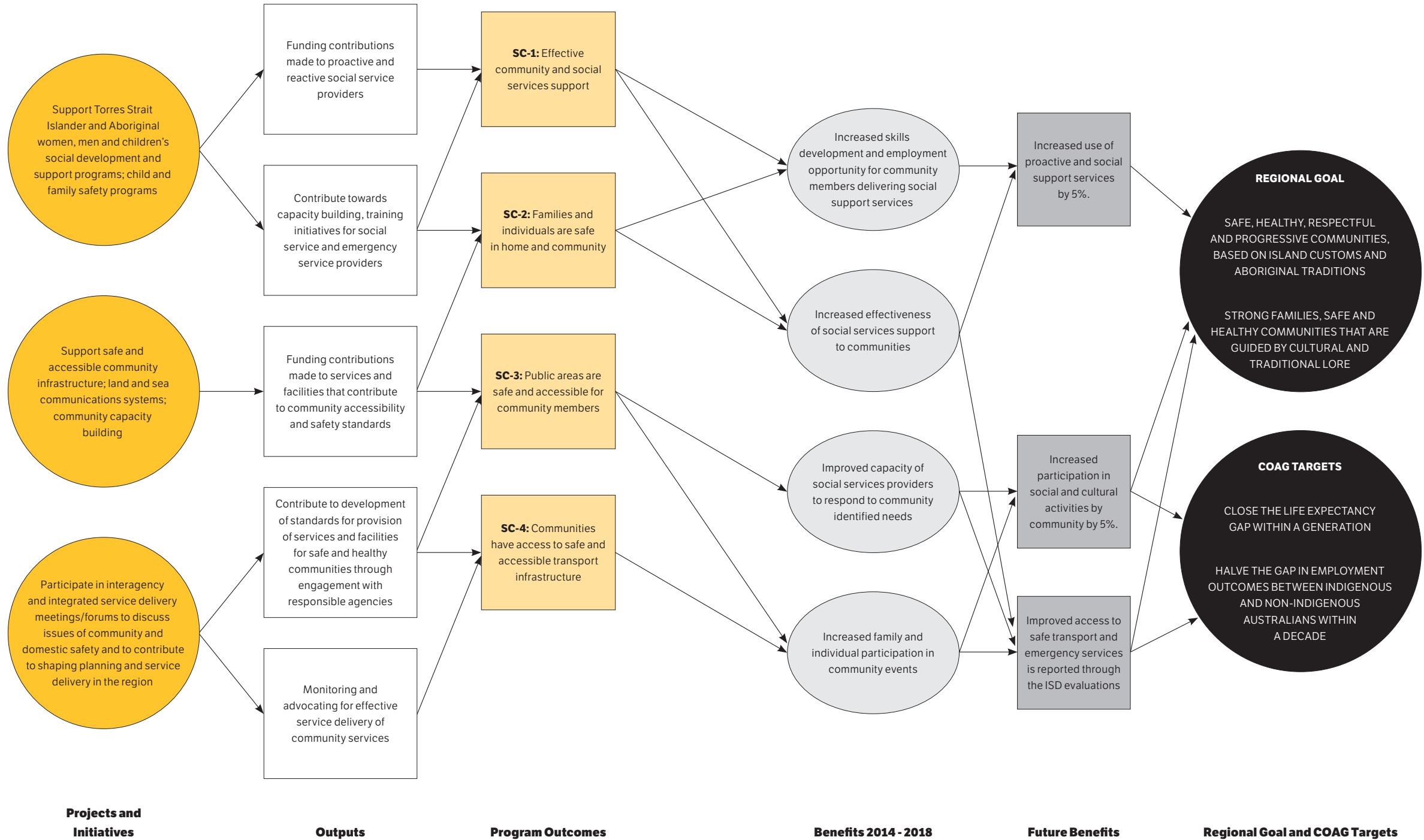
Additional Programme Specific Performance Indicators

INDICATOR	FLAG	STATUS
All Torres Strait Islander and Aboriginal people employed in the TSRA-supported social services sector in the region have appropriate accreditation.		The majority of indigenous staff employed by TSRA-funded 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 and business administration; an associate degree in Indigenous community management and development; and a diploma in financial counselling.
All TSRA-funded service delivery organisations in the region provide quality services and operate in accordance with relevant standards.		Social support services are effectively delivered in the region by the Mura Kosker Sorority and the Port Kennedy Association and 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 (Queensland) also delivers legal services in the region in accordance with relevant standards and guidelines under the Commonwealth Attorney-General's Department's Indigenous Legal Assistance Programme.
Reduction in service referrals, response timeframes and waiting lists for social service providers.		The number of service referrals varies from time to time, depending on clients' individual circumstances. The programmes delivered by the Mura Kosker Sorority and Port Kennedy Association include the disability / flexi-respite programme and the old people's action programme. All responses to clients and waiting lists are managed efficiently and in a timely manner.
Increased participation in TSRA-supported community events by residents and TSRA-funded service organisations		The number of residents and TSRA-funded organisations who participate in various community events has increased to 300 compared to previous years, when there was an average of 200 participants. Some community events coordinated by the Mura Kosker Sorority and Port Kennedy Association are International Women's Day celebrations, Domestic Violence Prevention Month, Mini Markets, White Ribbon Day, Biggest Morning Tea, Twilight Markets, National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, National Aboriginal and Islander Children's Day, and Child Protection Week.

Legend

			
Not yet started	KPI achieved	KPI partially achieved	KPI not achieved

**FIGURE 2-10:
SAFE COMMUNITIES PROGRAMME MAP**



CASE STUDY

School-Based Maritime Safety Education

Boating is a key activity in the Torres Strait and boating safety is of the utmost concern for families in the region. In 2014 - 2015, the TSRA provided grant funding for the purchase of 1,400 children's lifejackets as part of the Torres Strait Marine Safety Programme (TSMSP) school-based maritime safety education project.

The project, at the half way mark, complements the delivery of a contemporary school-based maritime safety education curriculum at each of the 24 campuses throughout the Torres Strait and Northern Peninsula Area, with each child (pre-prep to Year 12) receiving a properly fitted lifejacket and each campus provided with an educational kit comprising boating safety equipment to legally and safely travel at sea.

The primary focus of the project is to improve the marine safety consciousness of young people through promoting boating safety in the Torres Strait region, which will in turn help reduce the potential future number of search and rescue operations in the area.

The success of this project is dependent on a range of partnering organisations. The TSMSP is a partnership between Maritime Safety Queensland, the Australian Maritime Safety Authority, the TSRA, the Queensland Police Service and the National Maritime Safety Authority of Papua New Guinea.

Marlin Australia supplied the lifejackets at a significantly discounted price and Sea Swift transported the lifejackets free of charge to and throughout the Torres Strait region.

The TSMSP has contributed to a significant reduction in maritime safety incidents across the Torres Strait. The number of emergency position-indicating radio beacon (EPIRB) activations has dropped from a high of 70 in 2008 - 2009 to a low of 29 as at 30 April 2015. During this period there has been an increase in the number of EPIRB carried by Torres Strait Islander and Aboriginal boat owners.

The number of maritime operational incidents has dropped from a high of 258 in 2006 - 2007 to a low of 118 as at 30 April 2015. While it is not possible to quantify the savings in maritime rescue operations, the significant reduction in incident numbers.



Torres Strait Marine Safety Programme visits Warraber school.



Seabird rookery, Bramble Cay.



Mer Ranger Aaron Bon inspecting a dog trap for turtle protection.

SECTION THREE

Report of Operations

WHERE WE OPERATE

Geography and Logistics

The Torres Strait is located in Australia and is part of 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 those to the east are volcanic.

**FIGURE 3-1:
THE TORRES STRAIT**



The Torres Strait's unique Ailan Kastom is a central part of life in the region.

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. Due to the region's remoteness, the TSRA relies on air and sea links and limited phone, facsimile and internet communications between communities for the delivery of its services. Most travel within the region is restricted to small watercraft, helicopter and light aircraft. The main gateway to the Torres Strait is Ngarupai Airport located on Horn Island, a 20 minute ferry ride from the Australian Government, Queensland Government and two local government administration hubs located on Thursday Island.

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. Based on 2011 Australian Bureau of Statistics Census figures, the total population of the region is 8,738, of whom 6,997 (80.1 per cent) are 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 language and traditional knowledge, which are passed from one generation to the next. Cultural values are strongly intertwined with traditional, ancestral ties and respect for waterways, land, sea and the resources these 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 (Murray) Island. This was the first time 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: Ngarupai (Horn Island), Muralag (Prince of Wales Island), Zuna (Entrance Island), Yeta (Port Lihou Island), Mipa (Turtle Island), Tarilag (Packer Island) and Damaralag. There were no new determinations in 2014 - 2015. Twenty two native title determinations have been made in the Torres Strait.

Native title claims are being pursued over the remaining two land claims and one sea claim.

Progress Towards Closing the Gap

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.

In 2014 - 2015, the Australian Government introduced the Indigenous Advancement Strategy (IAS) which grouped over 150 Indigenous programmes into five programme streams. These are:

- Jobs, Land and Economy
- Children and Schooling
- Safety and Wellbeing
- Culture and Capability
- Remote Australia Strategies.

The TSRA has aligned its programme outcomes to these streams 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.
- to close the gap between Indigenous and non-Indigenous school attendance within five years

COAG Building Blocks

The TSRA's Programme structure is based on the seven COAG building blocks for Closing the Gap in disadvantage between Indigenous and non-Indigenous Australians. The building blocks are also used as the framework for the TSRA's Integrated Service Delivery (ISD) project.

In 2008 - 2009, the TSRA completed community consultations as part of the development of the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029*. The first phase of the Regional Plan was delivered through the *Torres Strait Development Plan 2009 - 2013* and the second phase was published as the *Torres Strait Development Plan 2014 - 2018* on 1 July 2014.

The ISD project identified 1,613 gaps in service delivery across 20 communities. Detail of service gaps by community is contained in the Torres Strait Regional Plan ISD community booklets for 2012. Those booklets, prepared for each community and published through the TSRA's Information Publishing Scheme, can be accessed on the TSRA website www.tsra.gov.au. Fifteen community booklets were updated in 2013 - 2014 and 2014 - 2015. The remaining four booklets will be updated in 2015 - 2016. Progress is measured during community consultation visits, generally covering each community once every second year. The status as at 30 June 2015, measured against each of the building blocks, showing improvements measured in the communities visited in 2014 - 2015 is shown in Table 3-1 and Figure 3-2. Table 3-1 shows the baseline data for 2010 and progress in 2012, 2014 and 2015. Data sets were not prepared for 2011 or 2013.

Table 3-1 and Figure 3-2 show that the TSRA is making significant progress towards addressing the service gaps identified in the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029*. From the original 1,613 gaps in 2010, five duplicates have been removed, adjusting the ISD baseline to 1,608. As of 30 June 2015:

- 278 items had been identified as not being a function of government or advice had been received from the relevant government agency that the service could not be economically delivered in the region. These items include a number of small business opportunities for which financial and mentoring support was available, but where the community requesting the opportunity had not identified any person who wished to participate in that enterprise. These items are indicated in black in Figure 3-3.
- 87 items have not yet started. These are items for which funding has not yet been identified or for which there are other dependencies such as finalisation of native title issues. These items are indicated in pale yellow in Figure 3-3.
- 209 items are in progress. These are items for which funding has been identified or resources have been allocated. It is expected the majority of these in-progress items will be finalised over the next two financial years. These items are indicated in grey in Figure 3-3.
- 1,034 items have been completed. The service requested is either being provided in the community or is available to the community within a reasonable distance or timeframe, commensurate with services provided to the wider Australian rural community. In some cases an alternative service has been proposed; for example, home-based child care instead of a child care centre in smaller communities where a child care centre would not be economically feasible. These items are indicated in dark yellow in Figure 3-3.

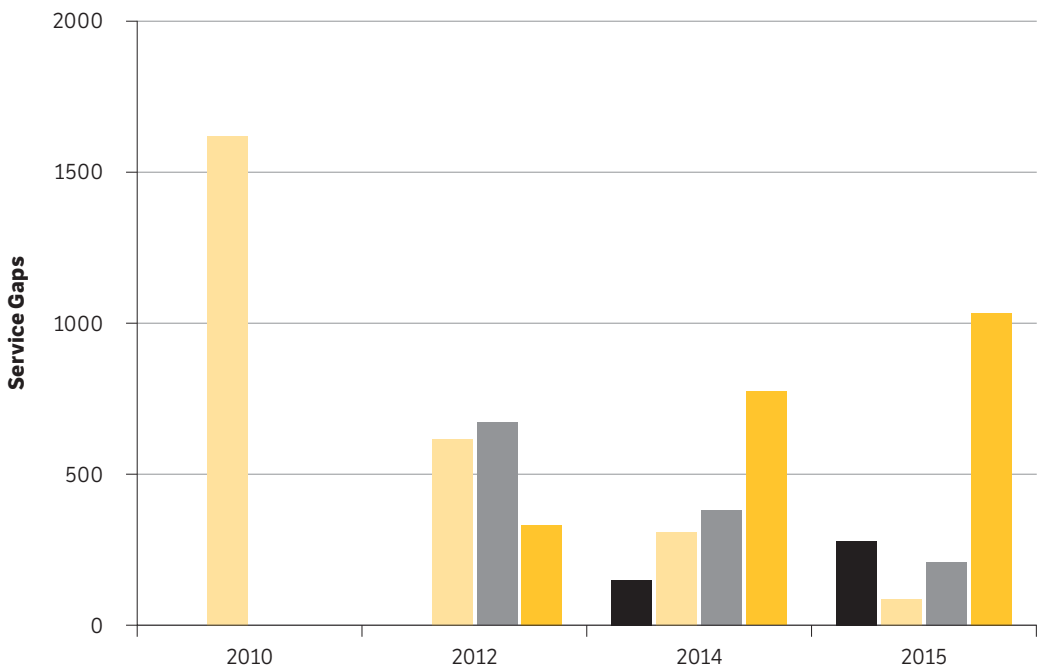
**TABLE 3-1:
SUMMARY OF COMMUNITY SERVICE ISSUES BY COAG BUILDING BLOCK**

BUILDING BLOCK	BASELINE 2010			PROGRESS 2011 - 2012			PROGRESS 2013 - 2014			PROGRESS 2014 - 2015			
	NOT YET AVAILABLE	IN PROGRESS	AVAILABLE	NOT YET AVAILABLE	IN PROGRESS	AVAILABLE	EXCLUDED	NOT YET AVAILABLE	IN PROGRESS	AVAILABLE	EXCLUDED	NOT YET AVAILABLE	IN PROGRESS
Early Childhood	58	34	20	5	4	18	19	17	7	8	6	36	
Schooling	132	32	63	38	4	15	29	84	15	3	14	100	
Health	311	117	126	70	19	62	87	144	43	21	49	200	
Economic participation	322	152	108	63	58	67	41	156	104	8	32	176	
Healthy homes	248	74	147	27	16	39 ⁽¹⁾	82	109	33	7	42	165	
Safe communities	440	185	167	89	41	101	107	192	67	35	64	271	
Governance and leadership	102	22	40	40	7	7	17	71	9	5	2	86	
Community total	1,613	616	671	332	149	309	382	773	278	87	209	1,034	

(1) This figure was incorrectly reported as 69 in 2013 - 2014 the revised total for 'items not yet available' is 309.

Progress in Service Delivery

FIGURE 3-2:
**PROGRESS OF SERVICE DELIVERY AGAINST THE TORRES STRAIT AND NORTHERN
 PENINSULA AREA REGIONAL PLAN 2009 - 2029**



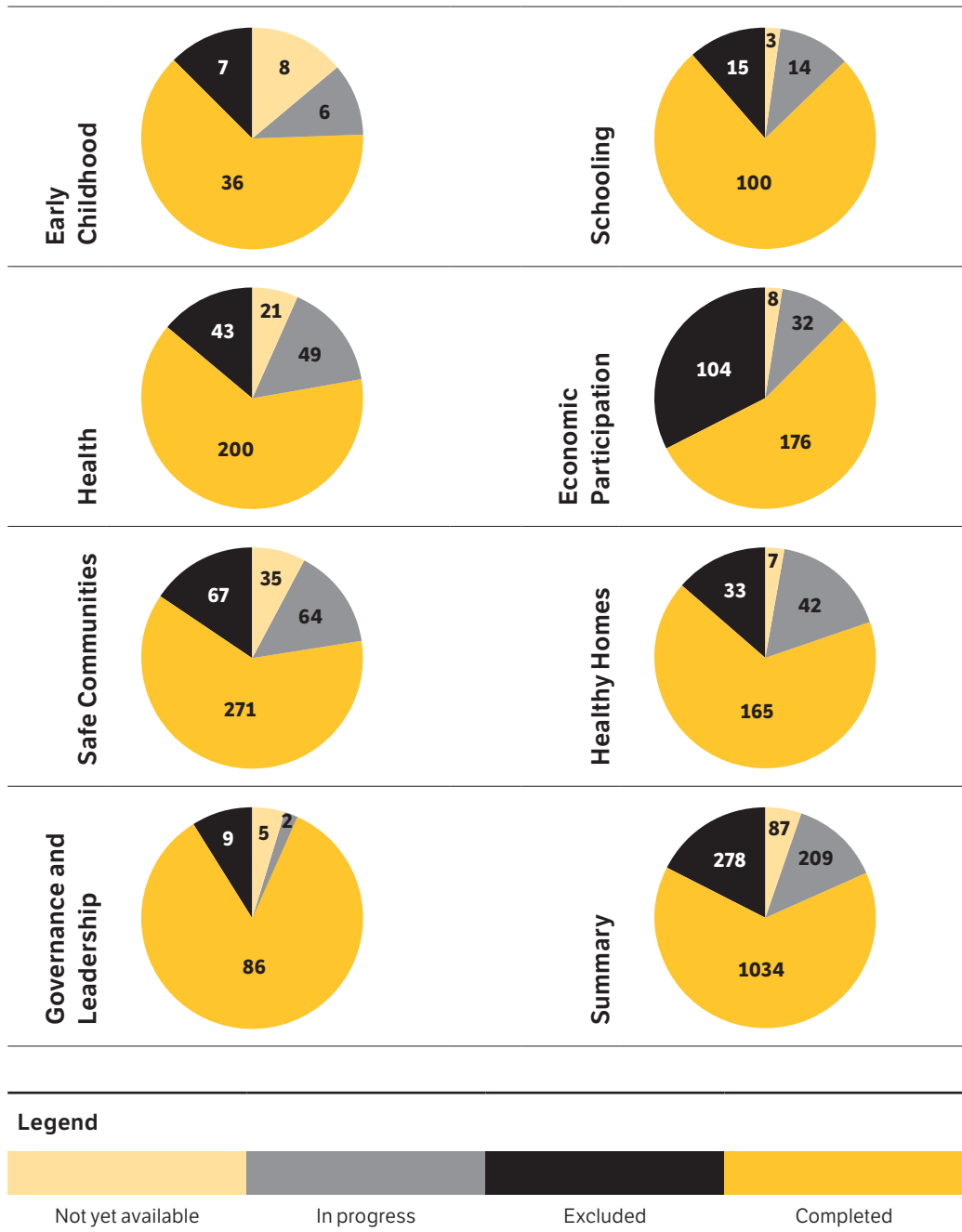
Legend



Kaurareg masks on display at Gab Titui Cultural Centre.

Progress by COAG Building Block

FIGURE 3-3:
PROGRESS TOWARDS CLOSING THE GAP BY COAG BUILDING BLOCK, AT 30 JUNE 2015



Regional Statistics

The latest data available at the time of writing this report was from the Australian Bureau of Statistics (ABS). This data, based on the Census data collected in 2011, has been used to benchmark the progress of the TSRA's programmes against Closing the Gap targets. The data used throughout this section is taken from the ABS website (Census QuickStats) and was current at 30 June 2015.

The figures used in the 2014 - 2015 report 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 across the Torres Strait and Northern Peninsula Area (Bamaga and Seisia) are shown in Tables 3-3 to 3-6.

**TABLE 3-2:
TOTAL POPULATION OF THE TORRES STRAIT, INCLUDING BAMAGA AND SEISIA**

TORRES STRAIT		BAMAGA		SEISIA		TOTAL (REGION)	
2006	2011	2006	2011	2006	2011	2006	2011
8,576	7,489	784	1,046	165	203	9,525	8,738

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

TORRES STRAIT		BAMAGA		SEISIA		TOTAL (REGION)	
2006	2011	2006	2011	2006	2011	2006	2011
7,105	5,921	688	939	125	137	7,918	6,997

In 2011, the Torres Strait and Aboriginal population represented 80.1 per cent of the total population. This is a slight decrease from 83.1 per cent in 2006. The 2011 figure represents 4.5 per cent of the Torres Strait and Aboriginal population in Queensland and 1.3 per cent of the Torres Strait and Aboriginal population of Australia.

**TABLE 3-4:
GENDER BALANCE OF THE TORRES STRAIT, INCLUDING BAMAGA AND SEISIA**

	TORRES STRAIT		BAMAGA		SEISIA		REGION (AVERAGE)	
	2006	2011	2006	2011	2006	2011	2006	2011
Male	49.7%	45.1%	47.8%	49.4%	50.9%	49.1%	49.5%	47.9%
Female	50.3%	54.9%	52.2%	50.6%	49.1%	50.9%	50.5%	52.1%

The gender balance in 2006 was slightly biased towards female. This increased by 1.6 per cent in 2011 to 4.2 per cent.

**TABLE 3-5:
AVERAGE AGE OF POPULATION OF THE TORRES STRAIT,
INCLUDING BAMAGA AND SEISIA**

TORRES STRAIT		BAMAGA		SEISIA		REGION	
2006	2011	2006	2011	2006	2011	2016	2011
21	22	22	23	30	31	22	23

The population age remained more or less consistent between the 2006 Census and the 2011 Census. The age profile in Seisia is believed to be skewed by the number of older non-resident visitors in the community at the time of each census.

Employment

Employment data for the Torres Strait columns in Table 3-7 relates only to Torres Strait Islander and Aboriginal people. The figures for Bamaga and Seisia include non-Indigenous employees. The 'not in the labour force' figures were reported in the 2006 Census but not collected for the 2011 Census. These figures represent persons of working age who were not seeking employment.

**TABLE 3-6:
EMPLOYMENT IN THE TORRES STRAIT, INCLUDING BAMAGA AND SEISIA**

EMPLOYMENT TYPE	TORRES STRAIT		BAMAGA		SEISIA		TOTAL (REGION)	
	2006	2011	2006	2011	2006	2011	2006	2011
Full Time	2,705	1,039	225	277	71	76	3,096	1,392
Part Time		837	82	84	13	17		938
Away from Work	n/a	226	6	14	0	6	6	246
Unemployed	137	173	18	29	3	0	158	202
Total Labour	2,842	2,275	331	404	87	99	3,260	2,778
Not in Labour Force	1,352	n/a	134	n/a	27	n/a	1513	n/a

Across the region there is 8.8 per cent unemployment. This is 2.8 per cent higher than the Australian rate at 30 June 2015, which was 6.0 per cent. Seasonally adjusted labour force participation rates for the region are not available. The significant variation in the employment between 2006 and 2011 is due to differences in data collection between the two censuses. In 2006 only 'employed' was reported, with no distinction between full- and part-time positions. There has been a decrease of 603 persons in employment between censuses. This is reflective of the overall decrease in population, noted in Table 3-3.

Education

The number of people undertaking some form of education in 2014 - 2015 was 2,583. The education categories are shown in Table 3-8.

**TABLE 3-7:
EDUCATION IN THE TORRES STRAIT, INCLUDING BAMAGA AND SEISIA**

EDUCATION LEVEL	TORRES STRAIT		BAMAGA		SEISIA		TOTAL (REGION)	
	2006	2011	2006	2011	2006	2011	2006	2011
Pre-school	n/a	136	n/a	15	n/a	0	n/a	151
Primary	n/a	1,022	n/a	175	n/a	22	n/a	1,,219
Secondary	n/a	404	n/a	88	n/a	8	n/a	500
Technical and further	n/a	113	n/a	23	n/a	3	n/a	139
University	n/a	38	n/a	11	n/a	3	n/a	52
Other	n/a	49	n/a	7	n/a	0	n/a	56
Not stated	n/a	395	n/a	54	n/a	17	n/a	466
Total	0	2,157	0	373	0	53	0	2,583

The average school attendance in 2014 across years one through 12 was 88 per cent, an increase from 84 per cent achieved in 2013. In comparison, these figures are markedly better than the Northern Territory Indigenous school attendance figures for 2014 of 71.0 per cent. However, they are still below the non-Indigenous attendance rate of 91.5 per cent.

Income

The 2011 census data indicates that household incomes of Torres Strait Islander and Aboriginal people were again significantly lower than the reported Queensland and Australian averages. This is reflected in Table 3-9.

**TABLE 3-8:
MEDIAN WEALTH IN THE TORRES STRAIT, INCLUDING BAMAGA AND SEISIA (\$)**

INCOME TYPE	TORRES STRAIT		BAMAGA		SEISIA		AVERAGE (REGION)	
	2006	2011	2006	2011	2006	2011	2006	2011
Personal	n/a	360	n/a	577	n/a	506	n/a	411
Household	n/a	952	n/a	1,117	n/a	785	n/a	971

The Queensland average for personal and household income was \$587 and \$1,253 per week, respectively. The Australian averages were \$577 and \$1,234. In the region, personal earnings are 70.0 per cent of Queensland average earnings and 71.2 per cent of Australian average earning. Household earnings are 78.6 per cent of both Queensland and Australian average earnings.

Housing Tenure

The 2013 ABS QuickStats (June 2015) report that there were 1,722 private dwellings out of a total of 2,291 dwellings. Of these 1,718 had tenure arrangements, as show in Table 3-10.

**TABLE 3-9:
TENURE OF PRIVATE DWELLINGS IN THE TORRES STRAIT,
INCLUDING BAMAGA AND SEISIA**

TENURE TYPE	TORRES STRAIT		BAMAGA		SEISIA		TOTAL REGION	
	2006	2011	2006	2011	2006	2011	2006	2011
Owned	116	90	6	0	5	5	127	95
Mortgaged	26	33	0	0	3	4	29	37
Rented	1,448	1,200	198	245	49	53	1,695	1498
Other	16	18	6	3	0	0	22	21
Not Stated	47	59	7	8	13	0	67	67
Total	1,653	1,400	217	256	70	62	1,940	1,718

The figures in Table 3-10 indicate a decrease in the number of houses owned in the region between 2006 and 2011. This may be representative of the decrease in population in the region, reported in Table 3-3. There has been a 21.6 per cent increase in the number of properties under mortgage between 2006 and 2011 with all but one being in the Torres Strait communities. The lack of freehold land and long tenure leasehold land in the region remains a barrier to an increase in home ownership.

Health

A synthesis of data from the ABS and the Australian Aboriginal and Torres Strait Islander Health Survey shows that in 2014 - 2015:

- Torres Strait Islander and Aboriginal people were three times as likely as non-Indigenous people to have diabetes/high sugar levels.
- Torres Strait Islander and Aboriginal people were twice as likely as non-Indigenous people to have asthma.
- Obesity rates for Torres Strait Islander and Aboriginal females and males were significantly higher than the comparable rates for non-Indigenous people in almost every age group.
- Torres Strait Islander and Aboriginal people rates for heart disease were significantly higher than the comparable rates for non-Indigenous people in all age groups from 15 to 54 years.

The mortality rate for Torres Strait Islander and Aboriginal people remains significantly higher than for non-Indigenous people.



Participants in the TSRA's inaugural Women's Leadership Programme at Parliament House, Canberra.

HOW THE TSRA OPERATES

Formation

The TSRA is a Corporate Commonwealth entity which was established on 1 July 1994 under the *Aboriginal and Torres Strait Islander Commission Act 1989* (Cth), and now 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 Area Peninsula.

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

The TSRA performs separate functions under the *Native Title Act 1993* (Cth) as the Native Title Representative Body (NTRB) for the Torres Strait region. In 2015, the Minister for Indigenous Affairs renewed the TSRA's NTRB status until 30 June 2016.

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 *Torres Strait Development Plan 2014 - 2018* is the fifth development plan since the establishment of the TSRA. The plan outlines eight TSRA programme components: Culture, Art and Heritage; Economic Development; Fisheries; Environmental Management; Governance and Leadership; Healthy Communities; Native Title; and Safe Communities.

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 2014 - 2015, the TSRA was a Corporate Commonwealth entity within the Department of the Prime Minister and Cabinet portfolio. The responsible Minister for the TSRA was the Minister for Indigenous Affairs, Senator the Hon Nigel Scullion.

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 State 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 April 2014, 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

There were two Acting Chief Executive Officer appointments from 1 July 2014 to 30 June 2015.

The Minister for Indigenous Affairs, under section 144L(a) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) appointed Mr John Ramsay and Mr Chris de Mamiel as Acting Chief Executive Officer of the Torres Strait Regional Authority for the periods outlined below:

Appointed: Mr John Ramsay

Duration: 13 to 31 January 2015

Appointed: Chris de Mamiel

Duration: 1 to 20 February 2015

Briefings and Information

Throughout the reporting period the TSRA provided updates of the TSRA's key outcomes and issues to the Minister for Indigenous Affairs.

Judicial Decisions and Reviews

There were no judicial decisions or reviews in 2014 - 2015.



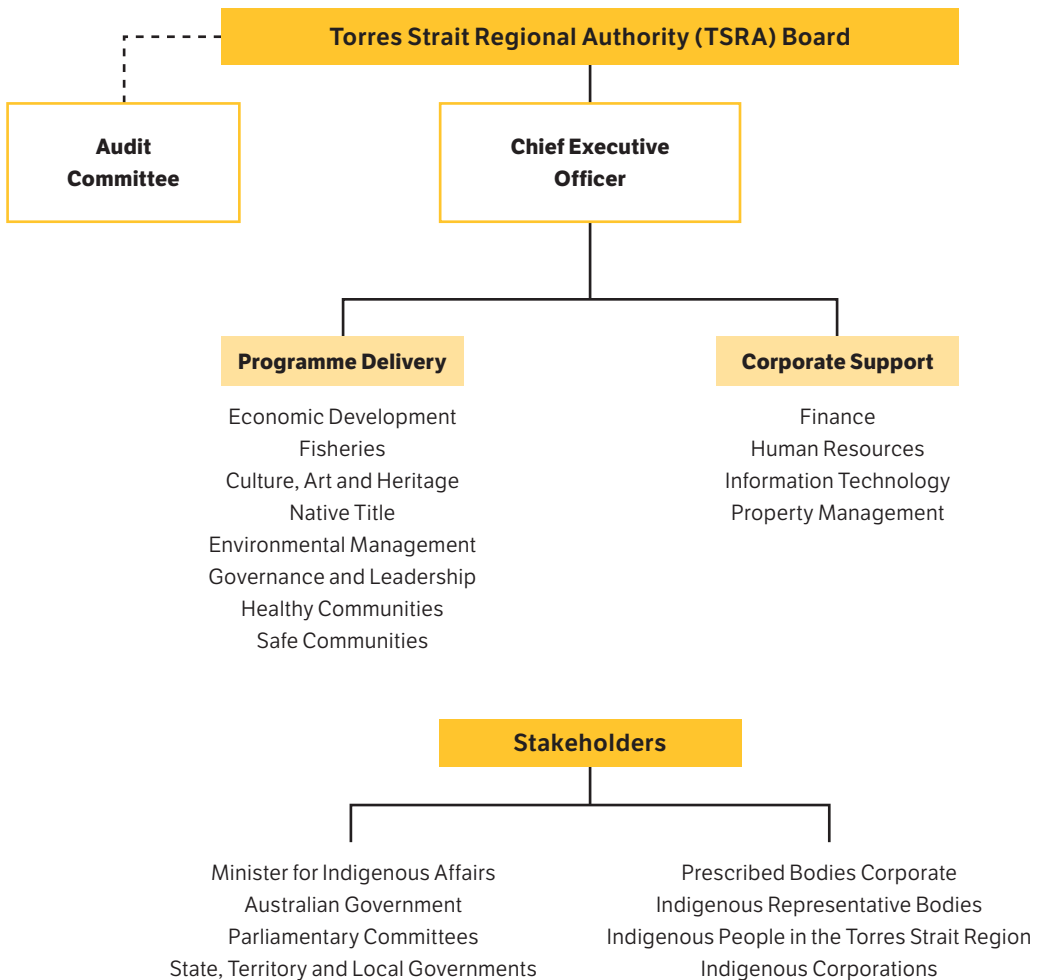
Mabuiag Island.

SECTION FOUR

Corporate Governance and Accountability

OVERVIEW OF GOVERNANCE STRUCTURE

**FIGURE 4-1:
TSRA GOVERNANCE FRAMEWORK**



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

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

The Chairperson and Executive Members of the TSRA are elected by the members at the first Board meeting following the TSRA General Elections. All TSRA Board members are also 'officials' under the *Public Governance, Performance and Accountability Act 2013*. TSRA Board members are non-executive directors. The Board is the accountable authority for the TSRA.

2012 - 2016 Appointments

The TSRA Board consists of 20 members elected under Division 5 of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). Following a review of the TSRA Board's governance arrangements in 2010 - 2011, the method of appointing the TSRA Board was changed, removing the automatic appointment of councillors elected under the Queensland Government *Local Government Act 2009*. Twenty TSRA electoral wards were created and the first independent TSRA Board member elections were held in 2012. Twenty members for the communities of Badu, Bamaga, Boigu, Dauan, Erub, Hammond, Ngarupai / Muralag, lama, Kubin, Mabuiag, Masig, Mer, Port Kennedy, Poruma, Seisia, Saibai, St Pauls, TRAWQ, Ugar and Warraber were declared elected by the Australian Electoral Commission. The current Board will serve until elections are held in 2016.

Profiles of TSRA Board Members



**Mr Joseph Elu, AO
Chairperson and
Member for Seisia**

In October 2012, Mr Joseph Elu was elected for the fifth time to the TSRA Board. Mr Elu's previous terms were 1994 - 1997, 1997 - 2000, 2000 - 2004 and 2004 - 2008.

At the inaugural meeting of the new TSRA Board in November 2012, Mr Elu was elected as the TSRA Chairperson and the Portfolio Member for Governance and Leadership.

During his career, Mr Elu has been an influential leader in Torres Strait Islander and Aboriginal affairs and Indigenous economic development. Mr Elu has been instrumental in assisting Indigenous people throughout Australia to develop sustainable economic enterprises. During his term, Mr Elu will continue to advocate for, and encourage, Torres Strait and Northern Peninsula Area communities to generate sustainable enterprises to create their own income.

Mr Elu became the Chairperson of Indigenous Business Australia (IBA) (formerly known as the Aboriginal and Torres Strait Islander (ATSI) Commercial Development Corporation), in 1996 and remained there for 12 years. During his time as the Chairperson of IBA, Mr Elu influenced dynamic changes and grew the organisation, creating economic and employment opportunities for Torres Strait Islander and Aboriginal people nationally.

In 2001, Mr Elu was awarded the Centenary Medal for his achievements and in 2002 was presented with an Honorary Doctorate from the Queensland University of Technology for his lifelong work in fostering the economic development of Indigenous people throughout Australia.

During 2008, Mr Elu was made an Officer of the Order of Australia and was also awarded the NAIDOC Lifetime Achievement Award.

Mr Elu has been the Chairperson of a number of organisations and committees nationally during his career. He has also held the positions of Mayor of the Northern Peninsula Area Regional Council and Chairperson of the Cape York Natural Resource Management Board.

Mr Elu is the Chairperson of Seisia Enterprises Pty Ltd and Seisia Community Torres Strait Islander Corporation. He is also an elected Councillor on the Northern Peninsula Area Regional Council.



**Mr Aven S Noah
Deputy Chairperson
and Member for Mer**

This is Mr Aven S Noah's first term on the TSRA Board. He was elected in September 2012. At the inaugural meeting of the 2012 TSRA Board, Mr Noah was elected by the Board as Deputy Chairperson and Portfolio Member for Culture, Art and Heritage. Since becoming a member of the TSRA Board, Mr Noah has quickly grasped what his roles and responsibilities are to carry out his functions.

Mr Noah believes that traditional land and sea rights are paramount to control resources, and the TSRA must work closely with Traditional Owners as these resources will form the foundation of the region's economic independence as an autonomous state. Mr Noah's passion is for greater autonomy for the people of the Torres Strait and he feels that by working with the regional leaders 'home rule' aspirations will progress.

Mr Noah has extensive experience in media and communications and is interested in the development of the media and telecommunications in the region and the implications for the region of the rollout of the National Broadband Network.



Mr Willie Lui
Alternate Deputy
Chairperson and
Member for Warraber

In September 2012, Mr Willie Lui was elected for his second term to the TSRA Board. He was elected as the Alternate Deputy Chairperson and Portfolio Member for Environmental Management. Mr Lui previously served on the Board from 2008 to 2011.

Mr Lui served as the elected Torres Strait Island Regional Councillor for Warraber from 2008 to 2012 and was re-elected to the Council in 2014. 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 aims to work to see those concerns addressed through effective implementation of the *Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029*, and the TSRA's *Torres Strait Development Plan 2014 - 2018*.



Mr Maluwap Nona
Member for Badu

In September 2012, Mr Maluwap Nona was elected for a second time to the TSRA Board. Mr Nona is the Member for Badu and in 2012 he was elected by the Board as the Portfolio Member for Native Title.

As the Portfolio Member for Native Title, Mr Nona is a keen advocate on native title issues in the Torres Strait region. Mr Nona has been instrumental in the formation of the Gur A Baradharaw Kod Torres Strait Sea and Land Council. Mr Nona has been working towards the establishment of a regional sea and land use agreement between the TSRA, Malu Lamar, Gur A Baradharaw Kod, and Commonwealth and Queensland fisheries.

Mr Nona was involved in *Leo Akiba* on behalf of the Torres Strait Regional Seas Claim Group v. Commonwealth of Australia, where the High Court, on 7 August 2013, recognised that commercial rights for native title holders co-exist with native title rights over approximately 44,000 square kilometres. Mr Nona is the Chair for the Sea Claim RNTBC, Malu Lamar (Torres Strait Islanders) Corporation RNTBC and a member of the Malu Lamar Fisheries Working Group. These groups are progressing the interests of native title holders to achieve 100 per cent ownership of fisheries in the Torres Strait region and representation on the Protected Zone Joint Authority working groups.

Mr Nona is a member of the Expert Indigenous Working Group on the Council of Australian Governments' investigation into Indigenous land administration and use. In his spare time Mr Nona is a professional fisherman working in the Traditional Inhabitant Boat sector.



Mr Reginald Williams
Member for Bamaga

In September 2012 Mr Reg Williams was elected for his fifth term on the TSRA Board. Mr Williams was the TSRA Member for Bamaga from 1994 to 1997, 1997 to 2000, 2000 to 2004 and 2008 to 2012.

Mr Williams was formerly the Chairperson of the Bamaga Island Council prior to its amalgamation into the Northern Peninsula Area Regional Council (NPARC). He is a former Deputy Mayor of NPARC.

Mr Williams has specialist knowledge of his community, Bamaga, and possesses strong communication, negotiation and relationship management skills. Mr Williams also has unique communications skills that relate to Ailan Kastom.

In his previous terms, one of Mr Williams's key concerns was housing in the Northern Peninsula Area. In this term he will continue to advocate for the development of more serviced housing blocks to cater for the needs of families in the region.



Mr Eric Peter
Member for Boigu

Mr Eric Peter was elected to the TSRA Board as the Member for Boigu for the first time in September 2012.

Mr Peter is the chairperson of Mura Boigulgaw Aiy Kuyk Corporation and is on the Board of the Malu Ki'ai (Torres Strait Islanders) Corporation Registered Native Title Body Corporate and was an elected Councillor for Boigu between 1997 and 1999. Mr Peter is currently employed with My Pathway as the Cluster Mentor for Saibai, Dauan and Boigu Islands.

Mr Peter holds a Diploma in Community Administration / Management and a Certificate IV in Quarantine and Export Inspection. He is currently completing a Degree in Business at the Australian Catholic University. He has completed Australian Public Service (APS) Leadership and Indigenous Leadership programmes and has worked in the APS for more than 21 years.

Mr Peter's key concerns relate to the low level of funding for community infrastructure, the weak regional economy, and the low number of private enterprises and businesses owned and operated by Torres Strait Islander and Aboriginal people in the region.

As a TSRA Board member, Mr Peter aims to empower the people of the region by supporting them to start-up businesses and enterprises.



Mr Sam Maka
Member for Dauan

Mr Sam Maka was elected as the Member for Dauan in September 2012. This is Mr Maka's first term on the TSRA Board. At the inaugural meeting of the new TSRA Board in November 2012, Mr Maka was elected as the Portfolio Member for Economic Development.

Mr Maka plays an important role in the Dauan community, being an office holder for a number of organisations, including the Department of Agriculture (Biosecurity Officer); the Dauanalgalaw (Torres Strait Islanders) Corporation RNTBC; Holy Cross Church Parish, Diocese of Torres Strait; and Outer Islands Rugby League.

Mr Maka gained his decision-making, strategic planning and leadership experience from his time in the military, community policing, public service and community volunteer groups.

Mr Maka has a wide range of concerns, such as building the capacity of the Dauan Prescribed Body Corporate, protecting sacred sites, further developing the Dauan Island town plan, establishing a recycling plant, and fostering awareness of natural resources. He seeks to be proactive, consistent and persistent in seeking to address these issues.

During his term on the TSRA Board Mr Maka wishes to establish and strengthen working relationships with other TSRA Board members so that projects can be progressed and realised; encourage the TSRA and the Torres Strait Island Regional Council to work together to achieve concrete outcomes for his community and achieve continuity in government funding for the region.



Mr Kenny Bedford
Member for Erub

Mr Kenny Bedford was elected to the TSRA Board as the Member for Erub for his second consecutive term in September 2012. Mr Bedford was elected as the TSRA Portfolio Member for Fisheries, a post he held during his first term (2008 - 2012). In his first term, Mr Bedford was also the TSRA Alternate Deputy Chairperson.

Mr Bedford is a Traditional Owner of Erub, is President of the Erub Fisheries Management Association, serves as a Director of Reconciliation Australia and is a strong advocate for the meaningful recognition of Aboriginal and Torres Strait Islanders in our national Constitution.

Mr Bedford has a Bachelor of Applied Health Science and Diploma of Youth Welfare. He received the Vincent Fairfax Fellowship in 2000 and is a recent graduate of the Australian Rural Leadership Programme.

As a commercial fisher and the Portfolio Member for Fisheries, Mr Bedford is acutely aware of the challenges the Indigenous people of the region face to gain full ownership and control of Torres Strait marine resources. Mr Bedford also plays an important role in negotiating and addressing marine resource management issues with relevant Papua New Guinea agencies and Treaty Village leaders.

The Member for Erub is committed to increasing economic development opportunities, especially through the greater and more efficient participation of Torres Strait Islanders and Aboriginal people across the various Torres Strait commercial fisheries. He acknowledges the importance of working with Traditional Owner representatives, local community fisher organisations and other stakeholders to help achieve these targets.

Mr Bedford's other areas of attention and interest relate to the ranger programme and the maintenance of Torres Strait art, culture and heritage. He is acutely aware of the positive influence of art, culture and heritage on community health, cohesion and wellbeing.

In his second term Mr Bedford continues to diligently represent Erub and the region and, in particular, to play a constructive role in the economic and cultural development of Torres Strait fisheries for Aboriginal people and Torres Strait Islanders.



Mr Mario Sabatino
Member for Hammond

Mr Mario Sabatino was elected to the TSRA Board as the Member for Hammond for the first time in September 2012. Mr Sabatino is the Councillor for Hammond Island on the Torres Strait Island Regional Council.

Mr Sabatino is well known in his community as a businessman – he currently owns and operates the M&M Mini Mart on Hammond Island and the Hammond Island Ferry, for which he is the Ship's Officer. Mr Sabatino is a Director on the boards of a number of community organisations.

Mr Sabatino has a Master Class 3 Diploma of Transport and Distribution (Maritime – Deckwatch Keeping) and has 25 years commercial marine experience as Master and Officer.

Mr Sabatino's key concerns are the need for regional and island economic development, improved training and employment outcomes in communities and achievement of real land tenure throughout the Torres Strait. He is also concerned that Hammond does not yet have a community-based organisation.

Mr Sabatino will advocate for enhanced networking with government agencies and the private sector to facilitate economic development; on-the-ground training that meshes with established organisations, businesses and partnerships in the region; and real land tenure to encourage outside investment in communities.



Mr Yen Loban
Member for
Ngarupai and Muralag

In September 2012, Mr Yen Loban was elected to the TSRA Board for the first time as the Member for Ngarupai and Muralag. He is a member of the TSRA Board Audit Committee.

Mr Loban is well known in his community. He is the Deputy Mayor of the Torres Shire Council as well as a businessman with 30 years experience in the light marine industry. He is the owner and operator of a sea cat marine charter, and a director of the Torres Strait Co-operative.

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 for Ngarupai.

As a TSRA Board Member, Mr Loban will be working to ensure that the communities of Ngarupai and Muralag are healthy and safe; that they receive the same services as other communities across the Torres Strait; and that TSRA programmes focus on equity in service provision to the benefit of both those communities.



Mr Getano Lui Jr AM
Member for Iama

In September 2012, Mr Getano Lui Jr was elected for the fourth time to the TSRA Board. Mr Lui's previous terms were from 1994 to 1997, 1997 to 2000, and 2000 to 2004. Mr Lui was the TSRA's first Chairperson and during his term in 2000 - 2004 he shared responsibility for the regional governance and legislative reform portfolio.

Mr Lui is the Councillor for Iama on the Torres Strait Island Regional Council. He previously held the positions of Councillor and Chairperson of the Iama Community Council (1974 - 2004), Chairman of the Island Coordinating Council (1985 - 2000), and Chairman of the Islander Board of Industry and Service (1985 - 2000).

Mr Lui's key areas of concern are health, housing and infrastructure, and the transfer of decision-making powers to local communities to enable them to control and manage their own affairs. He plans to advocate for community empowerment through self-determination and self-management.



Mr Saila Savage
Member for Kubin

Mr Saila Savage was elected to the TSRA Board as the Member for Kubin on 8 December 2012. This is Mr Savage's third time on the TSRA Board; he previously served from 2000 to 2004 and 2004 to 2008.

Mr Savage is a Board Member of the Mualgal (Torres Strait Islanders) Corporation RNTBC and the Kaurareg Land Trust and sits on the Cape York Land Council. He held the position of Chairman of Kubin Community for nine years, from 2000 to 2009.

Mr Savage has many years experience working on the railways, and for the past five years has worked in the technical division of the Queensland Department of Transport and Main Roads.

Mr Savage's key concerns for the Kubin community include the lack of public and community transport; the impact of drugs and alcohol; the inadequate number of in-community traineeships offered for youth; the safety of children; the provision of social housing; the control of dogs and horses; the lack of a Queensland police presence; and insufficient numbers of land and sea rangers.

During his time on the Board, Mr Savage will be dedicated to serving his community and his people to the best of his ability to achieve positive and satisfying outcomes. He will be their voice at the table.



Mr Keith Fell
Member for Mabuia

In September 2012, Mr Keith Fell was re-elected to the TSRA Board for a second consecutive term. He was subsequently elected by the Board as Portfolio Member for Healthy Communities, an office he held in his first term.

Mr Fell also holds the office of Deputy Mayor of the Torres Strait Island Regional Council and is the Chairperson of the Torres Strait Kaziw Meta College Board.

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 achieving individual success and increasing the standard of living of people in the region. He is concerned with economic development and cultural and social issues.

Mr Fell is passionate about sports, recreation and good health practices for all people in the Torres Strait and the Northern Peninsula Area—more activities, more participation, a better lifestyle and a healthier future.

During his previous term on the TSRA Board, Mr Fell focused on achieving affordable housing for Torres Strait Islander people, and worked towards empowering his people through accessible employment and training opportunities. He aims to continue this work in his second term.



Ms Hilda Mosby
Member for Masig

Ms Hilda Mosby was elected as the Member for Masig in September 2012. This is Ms Mosby's first term on the TSRA Board.

Ms Mosby has more than 18 years experience in the Australian Public Service, working for the Australian Quarantine and Inspection Service (now part of the Department of Agriculture), and formerly for the Department of Immigration and Citizenship as a Movement Monitoring Officer.

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 of Masig. Over her term she will advocate that coastal erosion issues continue to be addressed through an integrated approach by the relevant Australian Government and Queensland Government agencies.

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



TSRA Chairperson and TSRA Member for Masig Hilda Mosby.



Mrs Romina Fujii
Member for
Port Kennedy

In September 2012, Mrs Romina Fujii was elected to the TSRA Board for a second time. Mrs Fujii previously served on the TSRA Board from 1994 to 1997. Mrs Fujii is a member of the TSRA Audit Committee. She has also been nominated by TSRA to represent the Torres Strait on the National Longitudinal Study of Indigenous Children Steering Committee.

Mrs Fujii is the Chairperson and an active member of the Port Kennedy Association, James Cook University Advisory Board, Queensland Women's Health Network Committee, and Queensland Aboriginal and Torres Strait Islander Child Protection Peak Ltd.

Mrs Fujii has experience in health, education, employment and training; governance training; and working with non-government organisations. She has a Certificate IV in Workplace Training and Assessment and has completed a degree in Social Work.

Mrs Fujii has worked as a volunteer in not-for-profit organisations such as Lena Passi Women's Shelter, Mura Kosker Sorority and Torres Strait Home for the Aged. Mrs Fujii is also a member of the Thursday Island Rotary Club.

Mrs Fujii's key concerns are the lack of skilled local people to draw on in the community and she therefore supports up-skilling in the workplace. Mrs Fujii believes in the TSRA's aim to support enterprise and believes there is a great need to develop a well-planned strategy for economic development for the region.

During her time on the Board, Mrs Fujii will also advocate to ensure that all families are safe in the region and that the wellbeing of each family and youth is paramount. The aim is, through non-government organisations, for a regional services hub to improve the delivery of all social services in the region.



Mr Francis Pearson
Member for Poruma

In September 2012, Mr Francis Pearson was elected for the second time to the TSRA Board as the Member for Poruma. He previously served on the Board from 2000 to 2004.

Mr Pearson is the Chairperson of the Poruma Zazethau Lag Torres Strait Islanders Corporation, director of the Porumalgai (Torres Strait Islanders) Corporation RNTBC and is the Torres Strait Island Regional Council Airport Coordinator at Poruma. He also holds the position of Divisional Engineering Officer. Mr Pearson has a Diploma in Teaching from James Cook University.

Mr Pearson's key concerns are climate change and associated coastal erosion and the impact of high tides on low-lying Poruma, overcrowding, and community representation in Indigenous fisheries management.

Mr Pearson aims to advocate for more say from communities in decisions concerning fisheries in Torres Strait waters, and to push for a solution – that satisfies community expectations and concerns – to the erosion of low-lying islands.

Mr Pearson comes from one of the communities that is affected by mobile phone signal black spots and is keen to work with current initiatives being investigated by the TSRA and Telstra to address this issue in his community. Mr Pearson would also like to see the business community contribute towards addressing this issue, as it will also benefit them and their businesses.



Ms Chelsea Aniba
Member for Saibai

Ms Chelsea Aniba was elected as the Member for Saibai in September 2012. This is Ms Aniba's first term on the TSRA Board.

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

Ms Aniba has established a profile through her involvement in local radio, her eight years in radio broadcasting, and her membership of the Torres Strait Islanders Media Association committee of management. She is also a director on the board of the Saibai Community Development Corporation, which tries to enable the community through local enterprises.

Ms Aniba's two primary concerns, which closely affect her home of Saibai Island, are coastal erosion and rising sea levels and the insufficient supply of social housing. Over her term, Ms Aniba will advocate for the ongoing construction of sea walls throughout the affected Torres Strait communities and the rollout of the National Partnership Agreement on Remote Indigenous Housing.

Ms Aniba's other concerns relate to employment and economic development opportunities for local families; helping to keep, restore and revitalise our culture and strengthening Prescribed Bodies Corporate to enable them to progress native title issues. She also works closely with women's organisations to prevent and break domestic and family violence in communities. Ms Aniba will advocate for the best outcomes in these areas.



Mr Kiwat Lui
Member for St Pauls

In September 2012, Mr Kiwat Lui was elected to the TSRA Board for the first time. Mr Lui is also a member of the TSRA Audit Committee and a member of the Torres Strait Scientific Advisory Committee.

Mr Lui is a pastor at Kozan Outreach Church on St Pauls and a member of Sempolau Koey Kazil Inc (St Pauls Elders Group). He is also a former member of the Indigenous Fisheries Advisory Committee.

Mr Lui holds a Bachelor of Arts (Aboriginal Affairs Administration) and has over 20 years experience working with local and state government agencies in administration and financial services.

Mr Lui's prime concerns are the lack of a long-term stable income stream for the people of the Torres Strait, continuing poor health outcomes and families struggling to make ends meet. He believes two means to address these concerns are to give Indigenous people of the region first preference for jobs, and to direct resources to health services that produce enormously tangible outcomes for the wellbeing of Indigenous people living within the region.

In his term on the TSRA Board Mr Lui will be working to create wealth for the Torres Strait and its people, through assistance to small business from private consortiums, the Queensland Government and the Australian Government to enable them to become self-sufficient. Mr Lui also wants to ensure that all TSRA decisions are transparent and meet the region's needs and aspirations.



Mr John Abednego
Member for TRAWQ

In September 2012, Mr Abednego was re-elected for a fifth time to the TSRA Board as the Member for TRAWQ (communities of Tamwoy, Rosehill, Aplin, Waiben and Quarantine on Thursday Island). His previous terms on the TSRA Board were 1994 - 1997, 1997 - 2000, 2000 - 2004 and 2008 - 2012.

Mr Abednego held the office of TSRA Chairperson in his 1997 - 2000 term and was the Portfolio Member for Legal and Media in 2000 - 2004. Currently, Mr Abednego is the Portfolio Member for Safe Communities.

Mr Abednego is a councillor on the Torres Shire Council, member of the Parents and Citizens Committee of Tagai Secondary Campus and president of TRAWQ Indigenous Corporation. He also plays a role in the Anglican Church.

Mr Abednego has considerable experience in board management and administration, and policy development and strategic planning. Over his career he has been involved in mediation and counselling, court referrals and social justice interagency networking. He is currently completing a diploma in counselling.

Mr Abednego's key concerns are land tenure, home ownership, social and alcohol-related issues and funding difficulties.



Mr Jerry Stephen Jr
Member for Ugar

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

In September 2012 Mr Jerry Stephen was elected to the TSRA Board for the first time. During his term, Mr Stephen has worked on and contributed to a number of regional issues, including fisheries, native title, environmental management and regional governance.

Mr Stephen has also worked in partnership with the Torres Strait Island Regional Council, Prescribed Bodies Corporate and the Ugar community elders to address local issues and progress the development of a proposed concept plan for the Ugar rock-groyne.

Mr Stephen has over 20 years experience working in the private and public sectors. His work has included the delivery of Australian Government programmes throughout the Torres Strait.

During Mr Stephen's four-year term he will be working vigorously to support the TSRA Board to achieve positive outcomes for the Zenadth Kes (Torres Strait) region.



Mer Gedkem Le RNTBC members discuss economic development initiatives with the TSRA.

Board Meetings

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

During 2014 - 2015, the TSRA Board held four meetings, as shown in Table 4.1:

**TABLE 4-1:
BOARD MEETINGS AND APOLOGIES**

MEETING NO.	DATES	APOLOGIES	ABSENT
91	10 - 12 September 2014	Nil	Nil
92	3 - 5 December 2014	Ms Chelsea Aniba Mr Mario Sabatino Mr Sam Maka (attended day one only)	Nil
93	4 - 6 March 2014	Mr Reg Williams Ms Hilda Mosby Mr Willie Lui (attended day one only)	Nil
94	11 - 12 June 2014	Mr Maluwap Nona (attended day two from 3.30 pm only) Mr Mario Sabatino (attended day one only)	Nil

Attendance at Board Meetings are outlined in Table 4.2

**TABLE 4-2:
BOARD MEETING ATTENDANCE**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Joseph Elu	4 of 4
Mr Aven S Noah	4 of 4
Mr Willie Lui	4 of 4 ⁽¹⁾
Mr John Abednego	4 of 4
Ms Chelsea Aniba	3 of 4
Mr Kenny Bedford	4 of 4
Mr Keith Fell	4 of 4
Mrs Romina Fujii	4 of 4
Mr Yen Loban	4 of 4
Mr Getano Lui (Jr)	4 of 4
Mr Kiwat Lui	4 of 4
Mr Sam Maka	4 of 4 ⁽¹⁾
Ms Hilda Mosby	3 of 4
Mr Maluwap Nona	4 of 4 ⁽¹⁾
Mr Francis Pearson	4 of 4
Mr Eric Peter	4 of 4 ⁽¹⁾
Mr Mario Sabatino	3 of 4 ⁽¹⁾
Mr Saila Savage	4 of 4
Mr Jerry Stephen	4 of 4
Mr Reg Williams	3 of 4

(1) Part attendance as recorded in Table 4-1.

TSRA Board Charter and Ethics

The TSRA Board Charter was adopted in 2012 - 2013. The charter brings together all resources that Board members require to enable them to exercise their powers and responsibilities. Last year, the *Commonwealth Authorities and Companies Act 1997* (Cth) was replaced by the *Public Governance, Performance and Accountability Act 2013* (Cth). Accordingly, over this past year, the TSRA has reviewed the TSRA Board Charter to bring it in line with the new legislation, and the June 2014 ANAO Better Practice Guide 'Public Sector Governance, Strengthening Performance Through Good Governance'.

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

Board Member Induction

During 2014 - 2015, there were no changes to the composition of the TSRA Board. No Board induction training was conducted.

Board Code of Conduct

The TSRA Board's Code of Conduct and ethics policies are published in the TSRA Board Charter.

Executive Coaching

The TSRA offers executive coaching and mentoring for TSRA Board members through an independent contracted service. In 2014 - 2015, there were no requests for coaching or mentoring.

Strategic Planning

The TSRA undertakes a strategic planning and training workshop for Board members in November each year. In 2014 -2015, the Strategic Planning and Training Workshop was held from 3 to 4 November. The Board received training on the *Public Governance, Performance and Accountability Act 2014* (Cth) (PGPA) and the PGPA Rule 2014. Effective Governance was engaged to deliver this training. The Board also considered the alignment of the TSRA's programme outcomes in the *Torres Strait Development Plan 2014 - 2018* to the Australian Government Indigenous Advancement Strategy (IAS) programme streams and determined there was a high level of alignment.

Mid-Term Performance Review

In March 2015, the TSRA Board underwent a mid-term performance review. The review was conducted by an external consultant, MLCS Corporate. The final report containing the recommendations of the review will be considered by the Board at a performance workshop in September 2015.

Training and Education

The TSRA provides opportunity for Board members to undertake accredited training in the areas of governance, leadership or business. The qualifications of individual Board members are detailed in the section 'Profiles of TSRA Board Members'. In March 2015, TSRA Board members completed training in workplace health and safety, delivered by an independent external trainer.

Executive Committee

The TSRA Board formed an Executive Committee in 2012 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 meetings are held quarterly, immediately prior to each TSRA Board meeting. The TSRA Chairperson may call for additional Executive Committee meetings should they be required.

The TSRA 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 PGPA Act 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.

TSRA Executive Committee Members

The 2014 - 2015 TSRA Executive Committee members and their portfolio responsibilities are shown in Table 4-3.

**TABLE 4-3:
MEMBERSHIP OF THE 2014 - 2015 EXECUTIVE COMMITTEE**

MEMBER	ROLE
Mr Joseph Elu	Chairperson Portfolio Member for Governance and Leadership
Mr Aven S Noah	Deputy Chairperson Portfolio Member for Culture, Art and Heritage
Mr Willie Lui	Alternate Deputy Chairperson and Portfolio Member for Environmental Management
Mr John Abednego	Portfolio Member for Safe Communities
Mr Kenny Bedford	Portfolio Member for Fisheries
Mr Keith Fell	Portfolio Member for Healthy Communities
Mr Sam Maka	Portfolio Member for Economic Development
Mr Maluwap Nona	Portfolio Member for Native Title



Beach fishing, Mer Island.

TSRA Executive Committee Meetings

In 2014 - 2015, the TSRA Executive Committee met four times, as shown in Table 4-4.

**TABLE 4-4:
EXECUTIVE COMMITTEE MEETING DATES AND APOLOGIES**

DATES	APOLOGIES
8 September 2014	Nil
1 December 2014	Mr Maluwap Nona
2 March 2015	Mr Kenny Bedford (from 12.00 pm)
9 June 2015	Mr Kenny Bedford

Attendance at TSRA Executive Committee meetings is shown in Table 4-5.

**TABLE 4-5:
EXECUTIVE COMMITTEE MEETING ATTENDANCE**

MEMBER	NUMBER OF MEETINGS ATTENDED
Mr Joseph Elu	4 of 4
Mr Aven S Noah	4 of 4
Mr Willie Lui	4 of 4
Mr John Abednego	4 of 4
Mr Kenny Bedford	3 of 4 ⁽¹⁾
Mr Sam Maka	4 of 4
Mr Maluwap Nona	4 of 4

(1) Part attendance as recorded in Table 4-4.

Other Boards and Committees

Programme Steering Committee

The TSRA has established a Programme Steering Committee (PSC) to monitor the performance of its programmes and operations. TSRA 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, project managers and the Chief Financial Officer. The PSC meets quarterly and also when 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.

Torres Strait Coastal Management Committee

The role of the Torres Strait Coastal Management Committee (TSCMC) is to develop and support the implementation of a strategic coordinated approach to dealing with disaster mitigation, coastal erosion, inundation, climate change and associated long-term coastal planning issues in the Torres Strait through collaboration with all parties and to provide a pathway for local government councils to address climate change coastal issues on their islands.

The key deliverable by this committee was the *Torres Strait Climate Change Strategy 2014 - 2018: Building Community Adaptive Capacity and Resilience*, released in July 2014.

The TSRA's membership of the TSCMC is shown in Table 4-6.

**TABLE 4-6:
MEMBERSHIP OF THE TORRES STRAIT COASTAL MANAGEMENT COMMITTEE**

MEMBER	ROLE
Mr Joseph Elu	Chairperson and Member for Seisia
Ms Chelsea Aniba	Member for Saibai
Mr Eric Peter	Member for Boigu
Mr Getano Lui (Jr)	Member for Iama
Mr Willie Lui	Member for Warraber
Mr Francis Pearson	Member for Poruma
Ms Hilda Mosby	Member for Masig

The TSCMC did not meet in 2014 - 2015. The Board mid-term review identified that this committee should be reviewed and if no longer required

should be closed. This recommendation will be considered by the Board during a performance workshop in September 2015.



Member for Poruma discussing resort project with TSRA Chair and staff.

Mr Peter's key concerns relate to the low level of funding for community infrastructure, the weak regional economy, and the low number of private enterprises and businesses owned and operated by Torres Strait Islander and Aboriginal people in the region.

As a TSRA Board member, Mr Peter aims to empower the people of the region by supporting them to start-up businesses and enterprises.



Mr Sam Maka
Member for Dauan

Mr Sam Maka was elected as the Member for Dauan in September 2012. This is Mr Maka's first term on the TSRA Board. At the inaugural meeting of the new TSRA Board in November 2012, Mr Maka was elected as the Portfolio Member for Economic Development.

Mr Maka plays an important role in the Dauan community, being an office holder for a number of organisations, including the Department of Agriculture (Biosecurity Officer); the Dauanalga (Torres Strait Islanders) Corporation RNTBC; Holy Cross Church Parish, Diocese of Torres Strait; and Outer Islands Rugby League.

Mr Maka gained his decision-making, strategic planning and leadership experience from his time in the military, community policing, public service and community volunteer groups.

Mr Maka has a wide range of concerns, such as building the capacity of the Dauan Prescribed Body Corporate, protecting sacred sites, further developing the Dauan Island town plan, establishing a recycling plant, and fostering awareness of natural resources. He seeks to be proactive, consistent and persistent in seeking to address these issues.

During his term on the TSRA Board Mr Maka wishes to establish and strengthen working relationships with other TSRA Board members so that projects can be progressed and realised; encourage the TSRA and the Torres Strait Island Regional Council to work together to achieve concrete outcomes for his community and achieve continuity in government funding for the region.



Mr Kenny Bedford
Member for Erub

Mr Kenny Bedford was elected to the TSRA Board as the Member for Erub for his second consecutive term in September 2012. Mr Bedford was elected as the TSRA Portfolio Member for Fisheries, a post he held during his first term (2008 - 2012). In his first term, Mr Bedford was also the TSRA Alternate Deputy Chairperson.

Mr Bedford is a Traditional Owner of Erub, is President of the Erub Fisheries Management Association, serves as a Director of Reconciliation Australia and is a strong advocate for the meaningful recognition of Aboriginal and Torres Strait Islanders in our national Constitution.

Mr Bedford has a Bachelor of Applied Health Science and Diploma of Youth Welfare. He received the Vincent Fairfax Fellowship in 2000 and is a recent graduate of the Australian Rural Leadership Programme.

As a commercial fisher and the Portfolio Member for Fisheries, Mr Bedford is acutely aware of the challenges the Indigenous people of the region face to gain full ownership and control of Torres Strait marine resources. Mr Bedford also plays an important role in negotiating and addressing marine resource management issues with relevant Papua New Guinea agencies and Treaty Village leaders.

The Member for Erub is committed to increasing economic development opportunities, especially through the greater and more efficient participation of Torres Strait Islanders and Aboriginal people across the various Torres Strait commercial fisheries. He acknowledges the importance of working with Traditional Owner representatives, local community fisher organisations and other stakeholders to help achieve these targets.



Poruma temporary erosion protection.

ENABLING FUNCTIONS

Information Management and Technology

In 2014 - 2015, improvements were made to various business-critical information and communications technology (ICT) services across the organisation. As part of the scheduled infrastructure maintenance plan, hardware was purchased to replace the server and storage infrastructure in both data centres located on Thursday Island. Basic implementation has been completed and extensive testing is currently underway prior to migrating production data and services across to the new hardware.

A planned replacement of multifunction printers was initiated, with 24 printers replaced across all TSRA offices. These machines had reached the end of their planned service life. This work was a precursor to a major upgrade in print management infrastructure software, scheduled for 2015 - 2016, to improve reporting and accounting of print consumables across the organisation.

Purchasing was completed for a comprehensive ranger VHF radio solution. This included negotiation of special licensing exemptions with the Australian Communications and Media Authority to allow ranger vessels to act as mobile coordination centres for combined land / sea ranger operations. Testing of the fully installed solution and training is scheduled to be completed in 2015 - 2016.

Hardware was purchased to replace one third of the TSRA's desktop computers in 2015 - 2016, as the first tranche of a planned replacement of aging desktop hardware. The development of a Windows 8 Standard Operating Environment is complete and is in final testing prior to the rollout of the new hardware.

Work is progressing on the Telstra mobile network expansion project, with the TSRA committing funds to purchase critical hardware for the solution. This initiative will improve telephone and data communications across the region and will benefit all agencies in all levels of government as well as community members. Funding to complete this project is being sought. A number of departments and agencies have expressed interest in assuring the success of the project.

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). Table 4-10 provides an overview of the TSRA's environmental activities and operations in relation to section 516A of the EPBC Act.

**TABLE 4-10:
COMPLIANCE WITH THE EPBC ACT, SECTION 516A (ENVIRONMENTAL REPORTING)**

ESD REPORTING REQUIREMENT	TSRA RESPONSE
<p>How the TSRA's activities accord with the principles of ecologically sustainable development.</p>	<p>The TSRA has reviewed and published an environmental policy outlining measures to improve its ecological sustainability.</p> <p>During 2014 - 2015, the TSRA worked on implementing activities identified through its environmental management system, focused on ensuring that the TSRA is taking all reasonable steps to reduce its ecological footprint.</p> <p>The TSRA's environmental risks are managed at the project, programme and portfolio levels and are captured in the organisation's risks and issues registers.</p> <p>The TSRA maintains an environmental legal and other requirements register.</p> <p>The TSRA has established a biennial audit process for its environmental management system.</p>
<p>Outcomes contributing to ecologically sustainable development.</p>	<p>The TSRA's Environmental Management Programme contributes to ecologically sustainable development across all Torres Strait and Northern Peninsula Area communities. This includes:</p> <ul style="list-style-type: none"> — employment of 45 Aboriginal and Torres Strait Islanders as trainees, rangers and ranger supervisors — partnering with Tagai State College in the horticulture in schools programme — improving animal management and invasive species control, including management strategies for invasive fish, cane toads, and feral dogs impacting on green turtle nesting sites, and the development of a regional pest management strategy — producing biodiversity profiles, fauna surveys and fire management plans for all inhabited Torres Strait Islands — providing technical assistance to improve food production in the Torres Strait through a sustainable horticulture programme — working with communities for sustainable management of turtle and dugong — working with Ergon Energy and other partners to increase the use of renewable energy technologies — building sustainability and resilience across the region through planning for climate change impacts — monitoring environmental change across the region.

**TABLE 4-10:
COMPLIANCE WITH THE EPBC ACT, SECTION 516A (ENVIRONMENTAL REPORTING)**

ESD REPORTING REQUIREMENT	TSRA RESPONSE
Environmental impacts of operations	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 2014 - 2015.
Measures taken to minimise environmental impacts	<p>During 2014 - 2015, the TSRA continued to apply a number of measures, including:</p> <ul style="list-style-type: none"> — the on-going operation of three solar photovoltaic systems on TSRA office sites, resulting in a projected annual energy saving of 140,000 kilowatt hours per annum or 96.5 metric tonnes of carbon dioxide — the trial of office kitchen waste composting. <p>The TSRA requires its employees, contractors and suppliers to comply with the TSRA's Environment Policy and environmental management systems by:</p> <ul style="list-style-type: none"> — implementing conservation measures in the TSRA's offices — minimising 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. <p>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.</p> <p>The TSRA has adopted appropriate technologies to reduce travel and its dependency on paper-based filing systems. Those technologies include:</p> <ul style="list-style-type: none"> — telephone and video conferencing facilities — iPads, to be used at all formal meetings, reducing paper consumption — an electronic document and records management system. <p>The TSRA continues to modernise its computing operations through the adoption of new virtual technologies and desktop solutions. The new technology provides the TSRA with the opportunity to further reduce energy consumption and the impact of computers on the environment.</p>

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 management of risk is a continuous cycle (Figure 4-2) involving a systematic process to maintaining risk within an acceptable level.

Risk Identification

Risk identification involves identifying the issues that are likely to negatively impact on the achievement of the TSRA's goals, as set out in Section 2. This includes identifying:

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

Risks are identified by:

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

Risk assessment includes the process of determining the:

- *likelihood* of a risk occurring
- *consequence* or impact of the risk occurring.

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:

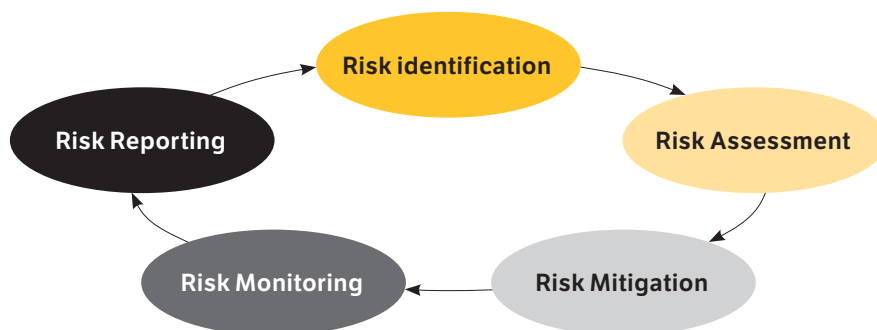
- investing in activities that may drive substantial growth in the region
- the need to remain a stable organisation with the capacity to continue to work for the community into the future.

Therefore, the TSRA's risk appetite is necessarily around the middle of the risk-taking spectrum. Depending on the results from year to year and on 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

**FIGURE 4-2:
TSRA RISK MANAGEMENT PROCESS**





TSRA Deputy Chair with Gab Titui Indigenous Arts Award winner Ms Nancy Kiwat.

- 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 that are within their control.

The members of the TSRA's management group are responsible for:

- incorporating suitable risk management activities into business planning (by completing risk assessments at the programme / project levels)

- ensuring that risk management processes are implemented
- ensuring that risk mitigation actions are followed.

The TSRA's risk management 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.

The risk management system is based on the better practice principles and processes outlined in AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

Accountability

External Scrutiny

The TSRA is a Corporate Commonwealth entity and a portfolio body of the Department of the Prime Minister and Cabinet. The TSRA is accountable to the Parliament of Australia and the Minister for Indigenous Affairs.

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 2014 - 2015 audit was conducted in August 2015. 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 Framework 2014. No incidences of fraud were detected in 2014 - 2015.

Internal Audit

The TSRA Audit Committee is assisted in the internal audit function by an external contractor, PDM Consultancy. PDM Consultancy is responsible for implementing the TSRA's internal audit programme, which aims to provide assurance that the TSRA is managing key risks effectively and efficiently, and that it is complying with regulatory requirements and policies.

Compliance Report

In accordance with section 19 of the PGPA Act, the TSRA provided the Finance Minister and the Minister for Indigenous Affairs with a letter from the TSRA directors. The letter advised that the TSRA had:

- complied with the provisions and requirements of the PGPA Act
- complied with 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. As part of its annual insurance renewal process, the TSRA reviewed its insurance coverage in 2014 - 2015 to ensure it remained appropriate for its operations.

In 2014 - 2015, no indemnity-related claims were made, and the TSRA knows of no circumstances likely to lead to such claims being made.

The cost of directors' and officers' indemnity insurance for 2014 - 2015 was \$10,051.55.

Directors' Interests Policy

In accordance with the PGPA Act and the PGPA Rule 2014, 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, available to all communities through their elected TSRA Board members. The pecuniary interest processes applies to all governance committees of the TSRA.

Human Resources

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

The TSRA's Workforce Strategy complements the *Torres Strait Development Plan 2014 - 2018* and sets the strategic direction for supporting and developing our workforce.

Workplace Agreement

All TSRA staff continue to operate under the TSRA Enterprise Agreement 2011 - 2014. The terms and conditions of employment are set out in this agreement which, while designed to end on 30 June 2014, will remain in effect until replaced by a future agreement. As at 30 June 2015, the next TSRA Enterprise Agreement was still being negotiated. The salary ranges for staff covered under the Enterprise Agreement range from \$42,334 for an APS level 1 staff member to \$130,164 for an EL2 staff member. These rates were effective from 16 October 2013.

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.

Learning and Development

The TSRA's employees attended internal and external learning and development courses throughout 2014 - 2015. This included programme and project management training, career development training, cultural awareness training, fraud awareness training, accredited relevant university studies and various other learning and development courses. In addition, mentoring and coaching was also provided to various staff.

As part of their induction, all new TSRA employees complete the Australian Public Service Commission's on-line induction programme.

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

Work, Health and Safety Management Arrangements

The TSRA fulfilled its responsibilities under the *Work Health and Safety Act 2011* (Cth) in 2014 - 2015.

The TSRA has a Work Health Safety Management System. There were six notifications made to Comcare during the year arising from undertakings by the TSRA requiring giving notice under the Work Health and Safety Act.

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. Comcare has reviewed the workings of the Work Health Safety Management System during a site visit in 2014 - 2015.

The TSRA's Work Health and Safety Committee comprises TSRA staff and managers who are responsible for developing and implementing strategies to protect employees from risks to their health and safety. The Work Health and Safety Committee works cooperatively to manage all the TSRA's occupational health and safety policy and operational matters. Employees are informed of current issues and receive occupational health and safety publications from Comcare and other sources when available. The TSRA has trained employees who undertake duties as first-aid officers, fire wardens and occupational health and safety representatives.

Workplace Health

The TSRA has an active early intervention and injury management strategy in place and continues to use occupational therapy services to provide ergonomic support, advice and case management services. On-site flu vaccinations and a healthy lifestyle reimbursement of up to \$200 per year are also available to employees.

The TSRA has a Preventing Bullying and Harassment Policy and two trained harassment contact officers are available to provide employee support. The TSRA engages Ingeus Australia Pty Ltd trading as Assure Programs to provide Employee Assistance Programme services to all employees where required.

Workplace Diversity

The TSRA is committed to supporting a culture of equity, inclusion and diversity, and to ensuring that its 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 that recognises the diversity of the Torres Strait Islander and Aboriginal communities that it serves. All TSRA staff receive up-to-date information on key developments in human resources, including developments in equal employment opportunity (EEO), harassment free workplaces and workplace diversity. Employees can also access publications from the Australian Public Service Commission and other related agencies.

A range of statistical information is collected during the recruitment of TSRA staff and is available to the Australian Public Service Commission on request.

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
- the development and implementation of an Enterprise Agreement.

Privacy

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. The TSRA's privacy policy has been reviewed to comply with the privacy law reform.

Staffing Profile

Tables 4-11 and 4-12 provide information on the TSRA's employee numbers and classifications as at 30 June 2015.

**TABLE 4-11:
STAFF PROFILE AT 30 JUNE 2015, BY APS LEVEL**

CLASSIFICATION	NUMBER OF STAFF
Principal Executive Officer	1
Executive Level 2	6
Executive Level 1	20
APS 6	25
APS 5	27
APS 4	5
APS 3	27
APS 2	13
APS 1	20
Trainee	3
Total	147

**TABLE 4-12:
TSRA STAFF PROFILE AT 30 JUNE 2015, BY EEO GROUP**

CLASSIFICATION	MALE	FEMALE	TORRES STRAIT ISLANDER OR ABORIGINAL	PEOPLE WITH A DISABILITY
Principal Executive Officer	1	0	1	0
Executive Level 2	5	1	0	0
Executive Level 1	11	9	4	1
APS 6	13	12	12	1
APS 5	8	19	21	0
APS 4	1	4	5	0
APS 3	14	13	26	0
APS 2	3	10	12	0
APS 1	17	3	20	0
Trainee	3	0	3	0
Total	76	71	104	1

Other Reportable Matters

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 - 2008, 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 replaced by the National Disability Strategy 2010 - 2020 which sets out a ten year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high level two-yearly report will track progress against each of the six outcome areas of the strategy and present a picture of how people with disability are faring. The National Disability Strategy Reports are published on the Department of Social Security web site: at www.dss.gov.au.

The Social Inclusion Measurement and Reporting Strategy agreed by the Australian 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.

Exemption from Commonwealth Authorities (Annual Reporting) Orders

The Finance Minister has not granted any written exemption to the TSRA from any requirement of the Commonwealth Authorities (Annual Reporting) Orders 2011, thus the TSRA has not relied upon any exemption from the Finance Minister from any requirement of Commonwealth Authorities (Annual Reporting) Orders 2011 in the preparation of this report.

Freedom of Information

Agencies subject to the *Freedom of Information Act 1982* (Cth) (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a Section 8 statement in an annual report. An agency plan showing what information is published in accordance with the requirements is available at www.tsra.gov.au/media-and-publications/information-publication-scheme/tsra-information-publication-scheme-agency-plan.

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 accommodation, consisting of 53 houses and apartments. The TSRA also owns and maintains the Green Hill Fort. The Green Hill Fort is a listed place 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 TSRA ranger programme.

Schedules for regular maintenance of property and assets are in place and these works are contracted out to appropriate tradespeople. Ongoing repairs and maintenance have been carried out in a way that considers our obligations to environmental sustainability, meets government procurement guidelines and supports Indigenous and local businesses.

Renovations to residential property were carried out, in line with the TSRA five year maintenance programme.

In 2014 - 2015, a medium works project, approved by the public works committee, was underway for an 18-dwelling residential development on Clark Street on Thursday Island. The construction of this housing is expected to reduce the TSRA's reliance on rental accommodation and provide longer term financial benefits for the TSRA.

Purchasing Policy

The current version of the TSRA's Procurement and Contracts Policy was issued on 19 December 2012. The TSRA's procurement practices are based on the principles of:

- value for money
- open and effective competition
- ethical fair dealing
- managing risk and accountability.

Disclosure of Sacred Matters

In accordance with section 144ZB(4) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA Annual Report 2014 - 2015 does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal people.



Poruma Jetty.

SECTION FIVE

Financial Reports



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Affairs

I have audited the accompanying annual financial statements of the Torres Strait Regional Authority for the year ended 30 June 2015, which comprise:

- 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;
- Schedule of Commitments; and
- Notes comprising a Summary of Significant Accounting Policies and other explanatory information.

Accountable Authority's Responsibility for the Financial Statements

The directors of the Torres Strait Regional Authority are responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act and for such internal control as is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of the accounting policies used and the

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reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Opinion

In my opinion, the financial statements of the Torres Strait Regional Authority:

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

Australian National Audit Office



Lorena Skipper

Senior Director

Delegate of the Auditor-General

Canberra

9 September 2015

STATEMENT BY THE ACCOUNTABLE AUTHORITY, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2015 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.

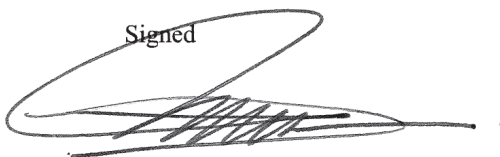
Signed



Mr J Elu AO
Chairperson

9 September 2015


Signed



Mr A.S Noah
Deputy Chairperson

9 September 2015

Signed



Mr W See Kee
Chief Executive Officer

9 September 2015

Signed



Mr C de Mamiel
Chief Financial Officer

9 September 2015

FINANCIAL STATEMENTS

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TORRES STRAIT REGIONAL AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	3A	16,712	14,617
Suppliers	3B	18,357	16,507
Grants	3C	29,350	31,760
Depreciation	3D	1,325	1,250
Finance costs	3E	91	135
Write-down and impairment of assets	3F	-	1
Loss on disposal of non-financial assets	3G	70	-
Total expenses		<u>65,905</u>	<u>64,270</u>
Own-Source Income			
Own-source revenue			
Sale of goods and rendering of services	4A	460	517
Interest	4B	1,742	2,130
Other revenue	4C	15,774	14,476
Total own-source revenue		<u>17,976</u>	<u>17,123</u>
Gains			
Gains from sale of assets	4D	-	34
Reversals of previous asset write-downs and impairments	4E	248	65
Total gains		<u>248</u>	<u>99</u>
Total own-source income		<u>18,224</u>	<u>17,222</u>
Net cost of services		<u>47,681</u>	<u>47,048</u>
Revenue from Government	4F	48,159	49,645
Surplus attributable to the Australian Government		<u>478</u>	<u>2,597</u>
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to profit or loss			
Changes in asset revaluation surplus		978	184
Total other comprehensive income		<u>978</u>	<u>184</u>
Total comprehensive income attributable to the Australian Government		<u>1,456</u>	<u>2,781</u>

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

TORRES STRAIT REGIONAL AUTHORITY
STATEMENT OF FINANCIAL POSITION
as at 30 June 2015

	Notes	2015 \$'000	2014 \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	6A	2,790	2,711
Trade and other receivables	6B	7,641	6,409
Other investments	6C	<u>33,300</u>	<u>37,394</u>
Total financial assets		<u>43,731</u>	<u>46,514</u>
Non-financial assets			
Land and buildings	7A,C	35,524	32,236
Plant and equipment	7B,C	<u>1,789</u>	<u>1,582</u>
Total non-financial assets		<u>37,313</u>	<u>33,818</u>
Total assets		<u>81,044</u>	<u>80,332</u>
LIABILITIES			
Payables			
Suppliers	8A	3,263	4,247
Grants	8B	386	288
Other payables	8C	<u>436</u>	<u>391</u>
Total payables		<u>4,085</u>	<u>4,926</u>
Provisions			
Employee provisions	9A	<u>3,147</u>	<u>3,050</u>
Total provisions		<u>3,147</u>	<u>3,050</u>
Total liabilities		<u>7,232</u>	<u>7,976</u>
Net assets		<u>73,812</u>	<u>72,356</u>
EQUITY			
Contributed equity		32	32
Reserves		14,840	13,862
Retained surplus		<u>58,940</u>	<u>58,462</u>
Total equity		<u>73,812</u>	<u>72,356</u>

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 2015

	Retained earnings		Asset revaluation surplus		Contributed equity/capital		Total equity	
	2015	2014	2015	2014	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance								
Balance carried forward from previous period	58,462	55,865	13,862	13,678	32	32	72,356	69,575
Adjusted opening balance	58,462	55,865	13,862	13,678	32	32	72,356	69,575
Comprehensive income								
Surplus for the period	478	2,597	-	-	-	-	478	2,597
Other comprehensive income	-	-	978	184	-	-	978	184
Total comprehensive income	478	2,597	978	184	-	-	1,456	2,781
Closing Balance attributable to the Australian Government as at 30 June 2015	58,940	58,462	14,840	13,862	32	32	73,812	72,356

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

TORRES STRAIT REGIONAL AUTHORITY
CASH FLOW STATEMENT
for the period ended 30 June 2015

	Notes	2015 \$'000	2014 \$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from Government		48,159	49,645
Sales of goods and rendering of services		15,850	15,959
Interest		1,673	2,082
Net GST received		2,638	3,313
Total cash received		<u>68,320</u>	<u>70,999</u>
Cash used			
Employees		16,570	14,429
Suppliers		21,276	19,526
Loan payments		65	58
Grants		31,059	34,113
Total cash used		<u>68,970</u>	<u>68,126</u>
Net cash from/(used by) operating activities	10	<u>(650)</u>	<u>2,873</u>
INVESTING ACTIVITIES			
Cash received			
Loan receipts		1,270	513
Proceeds from sales of property, plant and equipment		-	34
Investments		4,094	-
Total cash received		<u>5,364</u>	<u>547</u>
Cash used			
Loan payments		724	523
Purchase of property, plant and equipment		3,911	1,068
Investments		-	594
Total cash used		<u>4,635</u>	<u>2,185</u>
Net cash from/(used by) investing activities		<u>729</u>	<u>(1,638)</u>
Net increase/(decrease) in cash held		<u>79</u>	<u>1,235</u>
Cash and cash equivalents at the beginning of the reporting period		<u>2,711</u>	<u>1,476</u>
Cash and cash equivalents at the end of the reporting period	6A	<u>2,790</u>	<u>2,711</u>

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

TORRES STRAIT REGIONAL AUTHORITY
SCHEDULE OF COMMITMENTS
as at 30 June 2015

BY TYPE	2015	2014
	\$'000	\$'000
Commitments receivable		
Net GST recoverable on commitments	<u>146</u>	<u>22</u>
Total commitments receivable	<u>146</u>	<u>22</u>
Commitments payable		
Capital commitments		
Land and buildings	<u>1,501</u>	<u>-</u>
Total capital commitments	<u>1,501</u>	<u>-</u>
Other commitments		
Operating leases	<u>1,922</u>	<u>693</u>
Total other commitments	<u>1,922</u>	<u>693</u>
Total commitments payable	<u>3,423</u>	<u>693</u>
Net commitments by type	<u>3,277</u>	<u>671</u>
BY MATURITY		
Commitments receivable		
Net GST commitments receivable		
Within 1 year	56	15
Between 1 to 5 years	<u>90</u>	<u>7</u>
Total GST commitments receivable	<u>146</u>	<u>22</u>
Total commitments receivable	<u>146</u>	<u>22</u>
Commitments payable		
Capital Commitments		
Within 1 year	<u>1,501</u>	<u>-</u>
Total capital commitments	<u>1,501</u>	<u>-</u>
Operating lease commitments		
Within 1 year	939	416
Between 1 to 5 years	<u>983</u>	<u>277</u>
Total operating lease commitments	<u>1,922</u>	<u>693</u>
Total commitments payable	<u>3,423</u>	<u>693</u>
Net commitments by maturity	<u>3,277</u>	<u>671</u>

Note: Commitments were GST inclusive where relevant.

Capital Commitments

During the year, the TSRA contracted a developer to complete civil works on the Clark Street Subdivision project. A contract commitment of \$1,501,000 existed as at 30 June 2015.

Lease for office and residential accommodation

Lease payments exist for 2 office accommodations. One lease is for a period of 1 year with 2 subsequent 1 year renewal options. The second lease is for a period of 2 years with 2 subsequent 2 year renewal options.

The TSRA currently lease houses for staff and contractor accommodation. Lease terms range from 1 month to 3 years with varying expiry dates.

This schedule should be read in conjunction with the accompanying notes.

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TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 1: Summary of Significant Accounting Policies

1.1 Objectives of the Torres Strait Regional Authority

The Torres Strait Regional Authority (TSRA) is an Australian Government controlled entity. It is a not-for-profit entity. The objective of the TSRA is to achieve a better quality of life and develop an economic base for Torres Strait Islander and Aboriginal persons living in the Torres Strait.

The TSRA is structured to meet one 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.

The continued existence of the TSRA in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the TSRA's administration and programs.

1.2 Basis of Preparation of the Financial Statements

The financial statements are general purpose financial statements and are required by clause 1(a) of Schedule 42 to the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) Financial Reporting Rule (FRR) for reporting periods ending on or after 1 July 2014; and
- b) Australian Accounting Standards and Interpretations 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 and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an accounting standard or the FRR, assets and liabilities are recognised in the statement of financial position when and only when it is probable that future economic benefits will flow to TSRA or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executory contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the schedule of commitments or the contingencies note.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the Statement of Comprehensive Income when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgements and Estimates

In the process of applying the accounting policies listed in this note, the TSRA has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of land and buildings has been taken to be the market value of similar properties as determined by an independent valuer. In some instances, the TSRA's buildings are purpose-built and may in fact realise more or less in the market.
- 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.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. The following new standards, revised standards, amended standards or interpretations were issued prior to the signing of the statement by the accountable authority and chief financial officer, were applicable to the current reporting period and had a material effect on the TSRA's financial statements.

i) AASB 1055 - *Budgetary Reporting*

The Standard requires disclosure of budgeted financial statements and major variances with actual figures. The standard has resulted in a substantial new note to the financial statements that adds new information that previously has not been disclosed.

Other new standards, revised standards, amended standards or interpretations that were issued prior to the signing of the statement by the accountable authority and chief financial officer and were applicable to the current reporting period did not have a material effect on the TSRA's financial statements and are not expected to have a future material effect on the TSRA's financial statements.

Future Australian Accounting Standard Requirements

There are no new standards/revised standards/interpretations/amending standards that were issued prior to the sign-off date and are applicable to the future reporting period that are expected to have a material financial impact on TSRA.

1.5 Revenue

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.

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- a) the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- b) the probable 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. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

Resources Received Free of Charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another non-corporate or corporate Commonwealth entity as a consequence of a restructuring of administrative arrangements (this did not occur in 2014-15 or 2013-14).

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.

1.6 Gains

Resources Received Free of Charge

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (this did not occur in 2014-15 or 2013-14).

Sale of Assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

1.7 Transactions with the Government as Owner

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.

Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Other Distributions to Owners

The FRR require that distributions to owners be debited to contributed equity unless it is in the nature of a dividend.

1.8 Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. A provision for personal leave payable also exists for a select number of staff as personal leave is vesting for these staff due to a clause in their employment agreement.

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 liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2015. The estimate of the present value of the long service leave liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. The TSRA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

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).

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' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The TSRA 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 for the final fortnight of the year.

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

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. In 2014-15, the TSRA leased office accommodation, commercial and residential property for the operation of the organisation.

1.10 Borrowing Costs

All borrowing costs are expensed as incurred.

1.11 Fair Value Measurement

No transfer between levels of the fair value hierarchy has occurred at the end of the reporting period.

1.12 Cash

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand; and
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

1.13 Financial Assets

The TSRA classifies its financial assets in the following categories:

- a) loans and receivables; and
- b) held-to-maturity investments.

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Financial assets are recognised and derecognised upon trade date.

Effective Interest Method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets that are recognised at fair value through profit or loss.

Held-to-Maturity Investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the group has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period.

Financial assets carried at amortised cost - if there is objective evidence that an impairment loss has been incurred for loans and receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the Statement of Comprehensive Income.

1.14 Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit and 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.

Other Financial Liabilities

Other 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 yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

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).

1.15 Contingent Liabilities and Contingent Assets

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.

1.16 Acquisition of Assets

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.

1.17 Property, Plant and Equipment

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, material property, plant and equipment were carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. In accordance with the FRR, immaterial property, plant and equipment is measured at cost. Valuations were 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 were made on a class basis. Any revaluation increment was 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 were 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 was eliminated against the gross carrying amount of the asset and the asset was 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 TSRA 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:

	<u>2015</u>	<u>2014</u>
Buildings on freehold land	40 years	40 years
Leasehold improvements	Lease term	Lease term
Other 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 2015. 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 to sell 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 TSRA 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 economic benefits are expected from its use or disposal.

Heritage and Cultural Assets

The TSRA has a limited collection of 21 (2014 : 21) distinct Cultural and Heritage assets with an aggregated fair value of \$60,000 (2014: \$60,000). Cultural assets are comprised of artworks, carvings, and traditional headdresses. Heritage assets consist of models of 2 (2014 : 2) sailing vessels and a brass Pearl Diver's helmet (2014 : 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.

1.18 Taxation / Competitive Neutrality

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

Revenues, expenses and assets are recognised net of GST except:

- a) where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- b) for receivables and payables.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 2: 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.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 3: Expenses

	2015	2014
	\$'000	\$'000
Note 3A: Employee Benefits		
Wages and salaries	12,232	11,375
Superannuation		
Defined contribution plans	2,020	1,081
Defined benefit plans	469	424
Leave and other entitlements	1,991	1,737
Total employee benefits	16,712	14,617
Note 3B: Suppliers		
Goods and services supplied or rendered		
Consultants and professional fees	6,314	5,998
Travel	3,158	3,106
Repairs and maintenance	831	1,161
Other staff costs	414	783
Office running costs	1,413	1,353
Property costs	473	487
Transport, freight and storage	647	706
Media, advertising and public relations	319	363
Other	3,529	1,450
Total goods and services supplied or rendered	17,098	15,407
Goods supplied in connection with		
External Parties	342	324
Total goods supplied	342	324
Services rendered in connection with		
External Parties	16,756	15,083
Total services rendered	16,756	15,083
Total goods and services supplied or rendered	17,098	15,407
Other supplier expenses		
Operating lease rentals in connection with		
External Parties		
Minimum lease payments	1,139	1,100
Workers compensation expenses	120	1
Total other suppliers	1,259	1,101
Total suppliers	18,357	16,507

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

	2015	2014
	\$'000	\$'000
<u>Note 3C: Grants</u>		
Public sector:		
Australian Government entities (related parties)	3,181	440
State and Territory Governments	516	-
Local Governments	13,214	16,675
Private sector:		
Non-profit organisations	4,959	8,080
For-profit organisations	7,480	6,565
Total grants	29,350	31,760

Note 3D: Depreciation

Depreciation:		
Buildings	808	743
Plant and equipment	517	507
Total depreciation	1,325	1,250

Note 3E: Finance Costs

Finance costs		
Write down of loans to net present value	91	135
Total finance costs	91	135

Finance costs are comprised of amortisation charges for new loan advances and amortisation charges as a result of revaluations to the total concessional loan portfolio using current market interest rates.

Note 3F: Write-Down and Impairment of Assets

Asset writedowns and impairments from:		
Receivables goods and services - external parties provided for as impaired	-	1
Total write-down and impairment of assets	-	1

Note 3G: Loss on disposal of non-financial assets

Carrying value of assets disposed	70	-
Total loss on disposal of non-financial assets	70	-

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 4: Income

	2015 \$'000	2014 \$'000
<u>Note 4A: Sale of Goods and Rendering of Services</u>		
Sale of goods in connection with		
External parties	161	225
Total sale of goods	161	225
Rendering of services in connection with		
External parties	299	292
Total rendering of services	299	292
Total sale of goods and rendering of services	460	517
<u>Note 4B: Interest</u>		
Loans	325	352
Deposits	1,417	1,778
Total interest	1,742	2,130
<u>Note 4C: Other Revenue</u>		
Rent	32	14
Other Government contributions	15,742	14,462
Total other revenue	15,774	14,476
Gains		
<u>Note 4D: Gains from Sale of Assets</u>		
Plant and equipment		
Proceeds from sale	-	34
Net gains from sale of assets	-	34
<u>Note 4E: Reversals of Previous Asset Write-Downs and Impairments</u>		
Reversal of losses from remeasuring loans and receivables	244	60
Reversal of impairment losses	4	5
Total reversals of previous asset write-downs and impairments	248	65
<u>Note 4F: Revenue from Government</u>		
Department of Families, Housing, Community Services and Indigenous Affairs		
PGPA Act body payment item	-	16,548
Department of the Prime Minister and Cabinet		
PGPA Act body payment item	48,159	33,097
Total revenue from Government	48,159	49,645

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 5: Fair Value Measurements

The following tables provide an analysis of assets and liabilities that are measured at fair value. The different levels of the fair value hierarchy are defined below.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Note 5A: Valuation Measurements, Valuation Technique and Inputs Used

	Fair value measurements at the end of the reporting period			For Levels 2 and 3 fair value measurements ²	
	2015 \$'000	2014 \$'000	Category (Level 1, 2 or 3) ³	Valuation technique(s) ¹	Inputs used
Non-financial assets					
Land	9,215	9,360	Level 2	Market valuation	Sales prices of comparable land adjusted for property size, location, topography, and other inherent attributes.
Buildings on freehold land	26,174	22,715	Level 3	Depreciated Current Replacement Cost	Construction costs of replacement assets having similar service potential including preliminaries and professional fees, adjusted for the consumed economic benefit and/or obsolescence of the asset.
Leasehold improvements	135	161	Level 3	Depreciated Current Replacement Cost	Construction costs of replacement assets having similar service potential including preliminaries and professional fees, adjusted for the consumed economic benefit and/or obsolescence of the asset.
Heritage and cultural	60	60	Level 3	Depreciated Current Replacement Cost	Sales prices of similar artwork adjusted for the Condition Rating and cost of achieving a sale.
Total non-financial assets	35,584	32,296			

1. No change in valuation technique occurred during the period.

2. The entity has chosen to early adopt AASB 2015-7 Amendments to Australian Accounting Standards - Fair Value Disclosures of Non-for-Profit Public Sector entities at 30 June 2015. The future economic benefits of the entity's non-financial assets are not primarily dependent on their ability to generate cash flows. The entity has not disclosed qualitative information about the significant unobservable inputs or a narrative description of the sensitivities of the fair value measurements to changes in the unobservable inputs.

3. Buildings on freehold land and leasehold improvements were re-categorised from level 2 to level 3.

TORRES STRAIT REGIONAL AUTHORITY

Notes to and forming part of the financial statements
for the period ended 30 June 2015

Fair value measurements - highest and best use differs from current use for non-financial assets
The highest and best use of all non-financial assets are the same as their current use.

Recurring and non-recurring Level 3 fair value measurements - valuation processes

The TSRA procured valuation services from Neil Teves - AAPPI Registered Valuer No. 382, and relied on valuation models provided by Mr Teves. The entity tests the procedures of the valuation model every 12 months. Mr Teves provided written assurance to the entity that the model developed is in compliance with AASB 13.

Note 5B: Reconciliation for Recurring Level 3 Fair Value Measurements

Recurring Level 3 fair value measurements - reconciliation for assets

	Non-Financial Assets						Total 2014 \$'000			
	Buildings on freehold land 2015 \$'000	Buildings on freehold land 2014 \$'000	Leasehold improve- ments 2015 \$'000	Leasehold improve- ments 2014 \$'000	Other property, plant and equipment 2015 \$'000	Other property, plant and equipment 2014 \$'000		Heritage and cultural 2015 \$'000	Heritage and cultural 2014 \$'000	Total 2015 \$'000
As at 1 July	-	-	-	-	1,522	1,580	60	60	1,582	1,640
Purchases	-	-	-	-	793	449	-	-	793	449
Depreciation	-	-	-	-	(516)	(507)	-	-	(516)	(507)
Disposals	-	-	-	-	(70)	-	-	-	(70)	-
Transfers into Level 3	26,174	-	135	-	-	-	-	-	26,308	-
Transfers out of Level 3 ¹	-	-	-	-	(1,729)	-	-	-	(1,729)	-
Total as at 30 June	26,174	-	135	-	-	1,522	60	60	26,368	1,582

1. Consistent with the FRR, other property, plant & equipment immaterial to the TSRA have been measured at cost. Accordingly other property, plant & equipment previously recorded as level 3 have been transferred out.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 6: Financial Assets

	2015	2014
	\$'000	\$'000
Note 6A: Cash and Cash Equivalents		
Cash on hand or on deposit	944	2,041
Cash on hand or on deposit - TSRA Housing Fund	1,846	670
Total cash and cash equivalents	2,790	2,711

TSRA's financial performance and balance sheet must be read in the context of its enabling legislation, the *Aboriginal and Torres Strait Islander Act 2005 (ATSIA Act)* and the impact of accounting standards on the valuation of financial assets.

The ATSI Act requires that funds available under the TSRA Housing Fund, including interest earnings, are to be used exclusively for housing loans. Consequently, income earned on the TSRA Housing Fund is not available for operational expenses but is directed back into new loans.

Note 6B: Trade and Other Receivables

Goods and services receivables in connection with		
External parties	588	204
Total goods and services receivables	588	204
Other receivables		
GST receivable from the Australian Taxation Office	2,057	955
Loans	5,102	5,362
Total other receivables	7,159	6,317
Total trade and other receivables (gross)	7,747	6,521
Less impairment allowance		
Loans	(106)	(112)
Total impairment allowance	(106)	(112)
Total trade and other receivables (net)	7,641	6,409
Trade and other receivables (net) expected to be recovered in		
No more than 12 months	3,408	1,878
More than 12 months	4,233	4,531
Total trade and other receivables (net)	7,641	6,409
Trade and other receivables (gross) aged as follows		
Not overdue	7,505	6,477
Overdue by:		
0 to 30 days	125	12
31 to 60 days	17	7
61 to 90 days	14	6
More than 90 days	86	19
Total trade and other receivables (gross)	7,747	6,521
Impairment allowance aged as follows		
Overdue by:		
More than 90 days	(106)	(112)
Total impairment allowance	(106)	(112)

Credit terms are net 30 days (2014: 30 days).

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

2015 2014
\$'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 2015 are as follows:

Concessional loans - nominal value	5,376	5,831
Less: unexpired discount	(274)	(469)
Concessional loans - carrying value	5,102	5,362

Loans to individuals and businesses were made under the Business Funding Scheme for periods up to 10 years and Home Loans for periods up to 32 years. In relation to the housing loans, TSRA holds mortgages as sole mortgagor over the properties for which the loans are provided. TSRA receives market advice from a qualified valuer or market expert on the value of a property prior to the loan being approved. In relation to Business Funding Scheme loans, from 2007-08 TSRA has required that inexperienced business owner(s) successfully complete an approved business course and submit a business plan prior to the loan being approved. Security is not required for Business Funding Scheme loans. Principal is repaid in full at maturity. Interest rates for Business Funding Scheme loans were fixed in accordance with the loan contracts. Housing Loan interest rates were varied on 1 January 2015 in accordance with the loan contracts. Effective interest rates average 4.44% (2014: 4.21%) for Business Funding Scheme loans and 4.89% (2014: 5.06%) for Housing loans.

Reconciliation of the Impairment Allowance:

Movements in relation to 2015

	Goods and services \$'000	Loans \$'000	Total \$'000
Opening balance	-	(112)	(112)
Amounts written off	-	1	1
Amounts recovered and reversed	-	5	5
Closing balance	-	(106)	(106)

Movements in relation to 2014

	Goods and services \$'000	Loans \$'000	Total \$'000
Opening balance	(65)	(115)	(180)
Amounts recovered and reversed	65	3	68
Closing balance	-	(112)	(112)

2015 2014
\$'000 \$'000

Note 6C: Other Investments

Term deposits	26,054	30,321
Term deposits - TSRA Housing Fund	7,246	7,073
Total other investments	33,300	37,394

Other investments are expected to be recovered in:

No more than 12 months	33,300	37,394
Total other investments	33,300	37,394

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 7: Non-Financial Assets

	2015	2014
	\$'000	\$'000
Note 7A: Land and Buildings		
Land		
Fair value	9,215	9,360
Total land	9,215	9,360
Buildings on freehold land:		
Work in progress	2,978	442
Fair value	23,196	22,273
Total buildings on freehold land	26,174	22,715
Leasehold Improvements:		
Fair value	135	161
Total leasehold improvements	135	161
Total land and buildings	35,524	32,236

No indicators of impairment were found for land and buildings.

No land or buildings were expected to be sold or disposed of within the next 12 months.

Note 7B: Plant and Equipment

Heritage and cultural:		
Artifacts and artworks		
Fair value	60	60
Total heritage and cultural	60	60
Other plant and equipment:		
Cost	4,632	3,913
Accumulated depreciation	(2,903)	(2,391)
Total other plant and equipment	1,729	1,522
Total plant and equipment	1,789	1,582

No indicators of impairment were found for plant and equipment.

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

Revaluations of non-financial assets

All revaluations are conducted in accordance with the revaluation policy stated at Note 1. In 2014-15, an independent valuer, Neil Teves - AAPI Registered Valuer No. 382, conducted the revaluations as at 30 June 2015.

There was a revaluation decrement recorded for land of \$145,000 (2014: Nil). There were no revaluation increments or decrements recorded for plant and equipment (2014: Nil). Revaluation increments were recorded for buildings on freehold land of \$1,122,483 (2014: \$184,185) and have been credited to the asset revaluation surplus by asset class and included in the equity section of the balance sheet and the other comprehensive income section of the statement of comprehensive income.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 7C: Reconciliation of the opening and closing balances of property, plant and equipment for 2015

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage ¹ & cultural \$'000	Other plant & equipment \$'000	Total \$'000
As at 1 July 2014						
Gross book value	9,360	22,876	32,236	60	3,913	36,209
Accumulated depreciation and impairment	-	-	-	-	(2,391)	(2,391)
Total as at 1 July 2014	9,360	22,876	32,236	60	1,522	33,818
Additions:						
By purchase	-	3,120	3,120	-	793	3,913
Revaluations and impairments recognised in other comprehensive income	(145)	1,122	977	-	-	977
Depreciation	-	(809)	(809)	-	(516)	(1,325)
Disposals	-	-	-	-	(70)	(70)
Total as at 30 June 2015	9,215	26,309	35,524	60	1,729	37,313
Total as at 30 June 2015 represented by						
Gross book value	9,215	26,309	35,524	60	4,632	40,216
Accumulated depreciation and impairment	-	-	-	-	(2,903)	(2,903)
Total as at 30 June 2015	9,215	26,309	35,524	60	1,729	37,313

Note 7C (Cont'd): Reconciliation of the opening and closing balances of property, plant and equipment for 2014

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage ¹ & cultural \$'000	Other plant & equipment \$'000	Total \$'000
As at 1 July 2013						
Gross book value	9,360	22,816	32,176	60	3,517	35,753
Accumulated depreciation and impairment	-	-	-	-	(1,937)	(1,937)
Total as at 1 July 2013	9,360	22,816	32,176	60	1,580	33,816
Additions:						
By purchase	-	619	619	-	449	1,068
Revaluations and impairments recognised in other comprehensive income	-	184	184	-	-	184
Depreciation	-	(743)	(743)	-	(507)	(1,250)
Total as at 30 June 2014	9,360	22,876	32,236	60	1,522	33,818
Total as at 30 June 2014 represented by						
Gross book value	9,360	22,876	32,236	60	3,913	36,209
Accumulated depreciation and impairment	-	-	-	-	(2,391)	(2,391)
Total as at 30 June 2014	9,360	22,876	32,236	60	1,522	33,818

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

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 8: Payables

	2015 \$'000	2014 \$'000
Note 8A: Suppliers		
Trade creditors and accruals	3,263	4,247
Total suppliers	3,263	4,247
Suppliers expected to be settled		
No more than 12 months	3,263	4,247
Total suppliers	3,263	4,247
Suppliers in connection with		
External parties	3,263	4,247
Total suppliers	3,263	4,247
Settlement was usually made within 30 days.		
Note 8B: Grants		
Public sector:		
Local Governments	-	196
Private sector:		
Non-profit organisations	376	92
For-profit organisations	10	-
Total grants	386	288
Grants expected to be settled		
No more than 12 months	386	288
Total grant	386	288
Note 8C: Other Payables		
Wages and salaries	381	343
Superannuation	55	48
Total other payables	436	391
Other payables expected to be settled		
No more than 12 months	436	391
Total other payables	436	391

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 9: Provisions

	2015	2014
	\$'000	\$'000
Note 9A: Employee provisions		
Long Service Leave	1,750	1,534
Annual Leave	1,304	1,427
Personal Leave	93	89
Total employee provisions	3,147	3,050
Employee provisions are expected to be settled		
No more than 12 months	1,197	1,235
More than 12 months	1,950	1,815
Total employee provisions	3,147	3,050

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 10: Cash Flow Reconciliation

	2015	2014
	\$'000	\$'000
Reconciliation of cash and cash equivalents as per statement of financial position to cash flow statement		
Cash and cash equivalents as per		
Cash flow statement	2,790	2,711
Statement of financial position	2,790	2,711
Discrepancy	<u>-</u>	<u>-</u>
Reconciliation of net cost of services to net cash from operating activities		
Net cost of services	(47,681)	(47,048)
Revenue from Government	48,159	49,645
Adjustments for non-cash items		
Depreciation	1,325	1,250
Net writedown of financial assets	25	78
Interest on concessional loans	(69)	(48)
Reversal of previous loan writedowns and impairments	(248)	(65)
(Gain)/Loss on Sale of Assets	70	(34)
Movements in assets and liabilities		
Assets		
(Increase) / decrease in net receivables	(1,485)	1,691
Liabilities		
Increase / (decrease) in employee provisions	96	175
Increase / (decrease) in supplier payables	(985)	(1,244)
Increase / (decrease) in grants payable	98	(1,540)
Increase / (decrease) in other payables	45	13
Net cash from / (used by) operating activities	<u>(650)</u>	<u>2,873</u>

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 11: Contingent Assets and Liabilities

	Bank Guarantees		Total
	2015 \$'000	2014 \$'000	
Contingent liabilities			
Balance from previous period	116	-	116
New contingent liabilities recognised	-	116	116
Total contingent liabilities	116	116	116

Quantifiable Contingencies

The schedule of contingencies reports no contingent assets (2013-14 : Nil).
There is a contingent liability as at 30 June 2015 in respect of a bank guarantee in favour of the Torres Shire Council. As a result the TSRA has recognised the contingent liability of \$116,000 as at 30 June 2015 (2013-14 : \$116,000).

Unquantifiable Contingencies

There are no unquantifiable contingencies as at 30 June 2015 (2013-14: Nil).

Significant Remote Contingencies

There are no significant remote contingencies as at 30 June 2015 (2013-14: Nil).

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 12: Senior Management Personnel Remuneration

	2015	2014
	\$	\$
Short-term employee benefits:		
Salary	1,344,835	1,394,602
Other allowances	119,493	140,200
Total short-term employee benefits	<u>1,464,328</u>	<u>1,534,802</u>
Post-employment benefits:		
Superannuation	209,084	200,495
Total post-employment benefits	<u>209,084</u>	<u>200,495</u>
Other long-term benefits:		
Annual Leave	178,755	129,751
Long-service leave	86,633	23,811
Total other long-term benefits	<u>265,388</u>	<u>153,562</u>
Total	<u>1,938,800</u>	<u>1,888,859</u>

The total number of senior management personnel that are included in the above table are 28 (2014: 27)

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 13A: Related Party Disclosures

Loans to Directors and Director-Related Entities

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.

<u>TSRA Director Name</u>	<u>Council Relationships</u>
Mr Joseph Elu	Northern Peninsula Area Regional Council
Mr Keith Fell	Torres Strait Island Regional Council
Mr Getano Lui (Jnr)	Torres Strait Island Regional Council
Mr Mario Sabatino	Torres Strait Island Regional Council
Mr Willie Lui	Torres Strait Island Regional Council
Mr John Abednego	Torres Shire Council
Mr Yen Loban	Torres Shire Council

The table below outlines the loan holder/s and the TSRA director with whom a related party connection exists.

Loans

Seisia Community Torres Strait Islander Corporation

- Joseph Elu - TSRA Chairperson

Seisia Island Council

- Joseph Elu - TSRA Chairperson

Triple A Family Values Pty Ltd

- Keith Fell - TSRA Board Member

Bamaga Enterprise Pty Ltd

- Reg Williams - TSRA Board Member

Loban Marine

- Yen Loban - TSRA Board Member

Alice Loban

- Yen Loban - TSRA Board Member

	2015	2014
	\$	\$
Loans to directors outstanding at year-end	62,125	22,740
Loans to directors during the year	87,435	40,000
Loan repayments by directors during the year	7,554	16,375
Loans to director-related entities outstanding at year-end	411,195	2,219,529
Loans to director-related entities during the year	333,032	268,684
Loan repayments by director-related entities during the year	119,515	396,028
Interest revenue included in net cost of services from loans to directors/director-related entities	17,790	114,192

The TSRA has adopted *AASB 139 Financial Instruments - Recognition and Measurement*, and treated loans outstanding at year end as Loans and Receivables valued at amortised cost using the effective interest rate method.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 13B: Related Party Disclosures

Other Transactions with Directors or Director-Related Entities

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 relevant decisions of the TSRA and may not be a representative of the governing body of the entity receiving the grant.

Directors' Name	Council	Grants Received	Grants Received
		2015 \$	2014 \$
*	Northern Peninsula Area Regional Council	413,590	60,500
*	Torres Shire Council	316,000	2,530,000
*	Torres Strait Island Regional Council	1,911,848	3,267,350
J Elu, K Bedford	Australian Fisheries Management Authority	906,832	-
K Bedford	Australian Rural Leadership Foundation	-	50,000
M Nona	Badhulgaw Kuthinaw Mudh (Torres Strait Islanders) Corporation	-	80,000
M Nona	Badu Island Foundation Ltd	-	7,500
R Williams	Bamaga Enterprises Limited	-	8,000
F Pearson	Buthu Lagau Saral (TSI) Corporation	-	15,000
S Savage	Community Enterprises Australia Ltd	-	1,665,366
K Lui	Denis Allan Newie	-	6,500
K Fell	Department of Transport and Main Roads	-	500,000
S Savage	DFK Kidsons	-	117,100
	- Grant Controller for kaurareg Native Title Aboriginal Corporation		
K Bedford	Erub Erwer Meta (TSI) Corporation	-	92,000
K Bedford	Erubam Le Traditional Land and Sea Owners Corporation (RNTBC)	-	12,000
F Pearson	Fred David	-	8,350
K Bedford	George Kapua Gutchen	-	10,000
H Mosby	Kailag Enterprises	-	8,373
S Savage	Kaurareg Native Title Aboriginal Corporation	-	28,800
K Lui	Kaziw Asesered Le Association	4,800	30,000
F Pearson	Kulkalgal Torres Strait Islander Corporation	-	10,000
R Fujii	Lena Passi Womens Centre	-	15,000
E Peter	Malau Ki'ai (TSI) Corporation	12,000	8,400
H Mosby	Masigalagal (TSI) Corporation RNTBC	-	11,500
A Noah	Mer Gedkem Le (TSI) Corporation	144,634	30,100
M Nona	Mulalagal RNTBC	10,500	-
M Nona	Mura Badulgal (TSI) Corporation RNTBC	15,200	-
R Fujii	Mura Kosker Sorority Inc	-	524,000
R Fujii	Port Kennedy Association	1,221,500	606,000
F Pearson	Porumalgal (TSI) Corporation RNTBC	-	2,500
C Aniba	Saibai Community Development (TSI) Corp	-	10,000
C Aniba, A Noah	Torres Strait Islanders Media Association	-	798,780
H Mosby	Torres Strait Islanders Regional Education Council Incorporated	169,365	-
K Fell	Torres Strait Kaziw Meta Inc	74,100	-
K Fell	Torres Strait Major Infrastructure and Other projects Trust	10,571,989	13,817,413
K Fell, S Maka	Torres Strait Youth and Recreation Sporting Association Inc	1,275,000	325,000
J Stephen	Ugar Ged Kem Le Zeuber Er Kep	10,700	-
K Lui	Wug Danalaig Incorporated	-	25,000

*Please refer to Note 13A for information regarding Director relationships with these entities.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 14: Remuneration of Auditors

	2015	2014
	\$'000	\$'000

Financial statement audit services were provided by the Australian National Audit Office (ANAO).

Fair value of the services provided

Financial statement audit services	<u>46</u>	<u>46</u>
Total fair value of services rendered	<u>46</u>	<u>46</u>

No other services were provided by the ANAO.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 15: Financial Instruments

	2015	2014
	\$'000	\$'000
Note 15A: Categories of Financial Instruments		
Financial Assets		
Held-to-maturity		
Term deposits	33,300	37,394
Total held-to-maturity	33,300	37,394
Loans and receivables		
Cash and cash equivalents	2,790	2,711
Trade and other receivables	588	204
Loans receivable	4,996	5,250
Total loans and receivables	8,374	8,165
Total financial assets	41,674	45,559
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	3,263	4,247
Grant liabilities	386	288
Total financial liabilities measured at amortised cost	3,649	4,535
Total financial liabilities	3,649	4,535

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 2015 are as follows:

Concessional loans - nominal value	5,376	5,831
Less: unexpired discount	(274)	(469)
Less: impairment allowance	(106)	(112)
Concessional loans - carrying value	4,996	5,250

Note 15B: Net Gains or Losses on Financial Assets

Held-to-maturity		
Interest revenue	1,417	1,778
Net gains on held-to-maturity	1,417	1,778
Loans and receivables		
Interest revenue (see note 4B)	325	352
Reversal of impairment losses (see note 4E)	4	5
Reversal of losses from remeasuring loans and receivables (see note 4E)	244	60
Write down of loans to Net Present Value (see note 3E)	(91)	(135)
Receivables Goods and services - external parties provided for as impaired (see note 3F)	-	(1)
Net gain on loans and receivables	482	281
Net gain on financial assets	1,899	2,059

The net income from financial assets not at fair value from profit or loss is \$1,899,000 (2014: \$2,059,000)

Note 15C: Net Gains or Losses on Financial Liabilities

There are no gains or losses on financial liabilities for the year ending 30 June 2015 (2014: \$Nil)

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
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Note 15D: Fair Value of Financial Instruments

The carrying amount of financial instruments matches their fair value in 2014-15 as in 2013-14.

Note 15E: Credit risk

TSRA was exposed to minimal credit risk as the majority of loans and receivables and all held-to-maturity financial instruments are cash or high quality trade receivables. TSRA also holds a portfolio of concessional loans that are provided for business development and home ownership programs. The maximum exposure to credit risk is the risk that arises from potential default of a trade debtor or a concessional loan holder. This amount is equal to the total amount of trade and loan receivables (2015: \$5,583,000 and 2014: \$5,454,000)

In relation to the housing loans, TSRA holds mortgages as sole mortgagor over the properties for which the loans are provided. TSRA receives market advice from a qualified valuer or market expert on the value of a property prior to the loan being approved. In relation to Business Funding Scheme loans, from 2007-08 TSRA has required that inexperienced business owner(s) successfully complete an approved business course and submit a business plan prior to the loan being approved. These policies mitigate against credit risk for the TSRA's loans portfolio.

TSRA has assessed the risk of the default on payment and has allocated \$106,295 in 2015 (2014: \$111,529) to an allowance for impairment. Security underpinning this impairment includes a 5 bedroom house, which was independently valued in June 2015 at an estimated total value of \$550,000.

Credit quality of financial instruments not past due or individually determined as impaired

	Not past due nor impaired	Not past due nor impaired	Past due or impaired	Past due or impaired
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	2,790	2,711	-	-
Receivables for goods and services	414	197	174	7
Loans receivable	4,927	5,213	174	149
Term Deposits	33,300	37,394	-	-
Total	41,431	45,515	348	156

Ageing of financial assets that were past due but not impaired for 2015

	0 to 30	31 to 60	61 to 90	90+	Total
	days	days	days	days	
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables for goods and services	110	3	-	61	174
Loans receivable	15	14	14	25	68
Total	125	17	14	86	242

Ageing of financial assets that were past due but not impaired for 2014

	0 to 30	31 to 60	61 to 90	90+	Total
	days	days	days	days	
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables for goods and services	4	-	1	2	7
Loans receivable	8	7	5	17	37
Total	12	7	6	19	44

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
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Note 15F: Liquidity Risk

TSRA's financial liabilities were trade creditors and accruals and grant liabilities. The exposure to liquidity risk was based on the notion that TSRA will encounter difficulty in meeting its obligations associated with financial liabilities. This was highly unlikely due to Government funding and mechanisms available to TSRA and internal policies and procedures put in place to ensure there were appropriate resources to meet its financial obligations.

Maturities for non-derivative financial liabilities in 2015

	On demand \$'000	within 1 year \$'000	between 1 to 2 years \$'000	between 2 to 5 years \$'000	more than 5 years \$'000	Total \$'000
Trade creditors and accruals	-	3,263	-	-	-	3,263
Grant liabilities	-	386	-	-	-	386
Total	-	3,649	-	-	-	3,649

Maturities for non-derivative financial liabilities in 2014

	On demand \$'000	within 1 year \$'000	between 1 to 2 years \$'000	between 2 to 5 years \$'000	more than 5 years \$'000	Total \$'000
Trade creditors and accruals	-	4,247	-	-	-	4,247
Grant liabilities	-	288	-	-	-	288
Total	-	4,535	-	-	-	4,535

TSRA receives funding from its Portfolio Department. TSRA manages its budgeted funds to ensure it has adequate funds to meet payments as they fall due. In addition, the TSRA has policies in place to ensure timely payments are made when due and has no past experience of default.

The entity had no derivative financial liabilities in either 2015 or 2014.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 15G: Market Risk

TSRA holds basic financial instruments that did not expose TSRA to certain market risks such as 'currency risk' and 'other price risk'.

Interest Rate Risk

Interest rate risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. TSRA is exposed to interest rate risk primarily from cash deposits and concessional loans.

Interest earned on cash at bank and term deposits after they mature may be effected by changes in market interest rates. The following table represents the effect to the statement of comprehensive income (and corresponding effect to the cash value in the balance sheet) when the current market interest rate is varied by 0.40%. 0.40% is anticipated to be a reasonable estimate of the maximum movement in market interest rates in financial year 2015-16.

Sensitivity Analysis of the risk that the TSRA is exposed to for 2015-16 with respect to cash at bank and term deposits

	Value \$'000	Effect on Statement of Comprehensive Income Income (Expense) \$'000
Anticipated interest earned for 2015-16 financial year at current market interest rate	1,035	-
Increase of 0.40% in market interest rate	1,179	144
Decrease of 0.40% in market interest rate	891	(144)

The value of concessional loans is derived by applying the amortised cost using the effective interest method. Because the loan portfolio is valued at net present value using market interest rates, movements in market interest rates will impact on the value of the loan portfolio and the income statement. The following table represents the effect to the income statement (and corresponding effect to the loan portfolio value in the balance sheet) when the current market interest rate is varied by 0.40%. 0.40% is anticipated to be a reasonable estimate of the maximum movement in market interest rates in financial year 2015-16.

Sensitivity Analysis of the risk that the TSRA is exposed to for 2015-16 with respect to concessional loans

	Value \$'000	Effect on Statement of Comprehensive Income Income (Expense) \$'000
Net Present Value of Loans 30 June 2015	5,102	-
Increase of 0.40% in market interest rate	4,978	(124)
Decrease of 0.40% in market interest rate	5,231	129

Assets past due and impaired are represented by loans individually assessed to be at high risk of default.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
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Note 16: Financial Assets Reconciliation

		2015	2014
		\$'000	\$'000
Financial assets	Notes		
Total financial assets as per statement of financial position		43,731	46,514
Less: non-financial instrument components			
Other receivables	6B	<u>2,057</u>	<u>955</u>
Total non-financial instrument components		<u>2,057</u>	<u>955</u>
Total financial assets as per financial instruments note		<u>41,674</u>	<u>45,559</u>

TORRES STRAIT REGIONAL AUTHORITY
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Note 17: Assets Held in Trust

Monetary assets

Torres Strait Major Infrastructure and Other Projects Trust Fund

On 17 October 1998, the Queensland State 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.

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.

	2015	2014
	\$'000	\$'000
Torres Strait Major Infrastructure and Other Projects Trust Fund - Monetary assets		
Total amount held at the beginning of the reporting period (1 July)	40,384	41,278
Receipts	14,252	20,106
Payments	(6,132)	(21,000)
Total amount held at the end of the reporting period (30 June)	48,504	40,384

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.

	2015	2014
	\$'000	\$'000
Finfish trust account - Monetary assets		
Total amount held at the beginning of the reporting period (1 July)	886	449
Receipts	215	556
Payments	(4)	(119)
Total amount held at the end of the reporting period (30 June)	1,097	886

The values above are estimated fair values at the time when acquired.

Non-monetary assets

The entity had no non-monetary assets held in trust in both the current and prior reporting period.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 18: Reporting of Outcomes

	Outcome 1		Total	
	2015	2014	2015	2014
	\$'000	\$'000	\$'000	\$'000
Expenses	65,905	64,270	65,905	64,270
Own-source income	18,224	17,222	18,224	17,222
Net cost of outcome delivery	47,681	47,048	47,681	47,048

Outcome 1 is described in Note 1.1.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 19: Budgetary Reports and Explanations of Major Variances

Note 19A: Departmental Budgetary Reports

Statement of Comprehensive Income
for the period ended 30 June 2015

	Actual	Budget Estimate	
	2015	Original ¹	Variance ²
	\$'000	\$'000	\$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	16,712	15,545	1,167
Supplier	18,357	21,524	(3,167)
Grants	29,350	24,989	4,361
Depreciation	1,325	900	425
Finance costs	91	150	(59)
Losses from Asset Sales	70	-	70
Total expenses	65,905	63,108	2,797
LESS:			
Own-Source Income			
Own-source revenue			
Sale of goods and rendering of services	460	240	220
Interest	1,742	1,462	280
Other revenue	15,774	13,247	2,527
Total own-source revenue	17,976	14,949	3,027
Gains			
Reversals of previous asset write-downs and impairments	248	-	248
Total gains	248	-	248
Total own-source income	18,224	14,949	3,275
Net cost of services	47,681	48,159	(478)
Revenue from Government	48,159	48,159	-
Surplus attributable to the Australian Government	478	-	478
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to profit or loss			
Changes in asset revaluation surplus	978	-	978
Total other comprehensive income	978	-	978
Total comprehensive income attributable to the Australian Government	1,456	-	1,456

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

1. The entity's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e from the entity's 2014 - 15 Portfolio Budget Statements (PBS)).
2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further at Note 19B.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements

STATEMENT OF FINANCIAL POSITION
as at 30 June 2015

Statement of Financial Position
as at 30 June 2015

	Actual	Budget Estimate	
	2015	Original ¹	Variance ²
	\$'000	\$'000	\$'000
ASSETS			
Financial assets			
Cash and cash equivalents	2,790	4,611	(1,821)
Trade and other receivables	7,641	8,055	(414)
Other investments	33,300	22,200	11,100
Total financial assets	43,731	34,866	8,865
Non-financial assets			
Land and buildings	35,524	43,326	(7,802)
Plant and equipment	1,789	1,955	(166)
Total non-financial assets	37,313	45,281	(7,968)
Total assets	81,044	80,147	897
LIABILITIES			
Payables			
Suppliers	3,263	1,314	1,949
Grants	386	1,828	(1,442)
Other payables	436	4,177	(3,741)
Total payables	4,085	7,319	(3,234)
Provisions			
Employee provisions	3,147	3,253	(106)
Total provisions	3,147	3,253	(106)
Total liabilities	7,232	10,572	(3,340)
Net assets	73,812	69,575	4,237
EQUITY			
Contributed equity	32	32	-
Reserves	14,840	13,678	1,162
Retained surplus	58,940	55,865	3,075
Total equity	73,812	69,575	4,237

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

1. The entity's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e from the entity's 2014 - 15 Portfolio Budget Statements (PBS)).
2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further at Note 19B.

TORRES STRAIT REGIONAL AUTHORITY
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2015

Statement of Changes in Equity
as at 30 June 2015

	Retained earnings				Asset revaluation surplus				Contributed equity/capital				Total equity				
	Actual		Budget Estimate		Actual		Budget Estimate		Actual		Budget Estimate		Original ¹		Variance ²		
	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	2015	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Opening balance	58,462	55,865	2,597	13,862	13,678	184	32	32	-	72,356	69,575	2,781					
Balance carried forward from previous period	58,462	55,865	2,597	13,862	13,678	184	32	32	-	72,356	69,575	2,781					
Adjusted opening balance																	
	478	-	478	-	-	-	-	-	-	478	-	478					
Surplus for the period	-	-	-	-	-	978	-	-	-	-	-	-					
Other comprehensive income	478	-	478	978	978	-	-	-	-	978	-	978					
Total comprehensive income	58,940	55,865	3,075	14,840	13,678	1,162	32	32	-	73,812	69,575	4,237					
Closing Balance attributable to the Australian Government																	

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

1. The entity's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e from the entity's 2014 - 15 Portfolio Budget Statements (PBS)).
2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further at Note 19B.

TORRES STRAIT REGIONAL AUTHORITY
CASH FLOW STATEMENT
for the period ended 30 June 2015

Cash Flow Statement
as at 30 June 2015

	Actual	Budget Estimate	
		Original ¹	Variance ²
	2015	2015	2015
	\$'000	\$'000	\$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from Government	48,159	48,159	-
Sales of goods and rendering of services	15,850	13,487	2,363
Interest	1,673	1,312	361
Net GST received	2,638	-	2,638
Total cash received	68,320	62,958	5,362
Cash used			
Employees	16,570	15,545	1,025
Suppliers	21,276	21,524	(248)
Loan payments	65	-	65
Grants	31,059	25,139	5,920
Total cash used	68,970	62,208	6,762
Net cash from/(used by) operating activities	(650)	750	(1,400)
INVESTING ACTIVITIES			
Cash received			
Loan receipts	1,270	600	670
Investments	4,094	7,600	(3,506)
Total cash received	5,364	8,200	(2,836)
Cash used			
Loan payments	724	450	274
Purchase of property, plant and equipment	3,911	10,600	(6,689)
Total cash used	4,635	11,050	(6,415)
Net cash from/(used by) investing activities	729	(2,850)	3,579
Net increase/(decrease) in cash held	79	(2,100)	2,179
Cash and cash equivalents at the beginning of the reporting period	2,711	6,711	(4,000)
Cash and cash equivalents at the end of the reporting period	2,790	4,611	(1,821)

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

1. The entity's original budgeted financial statement that was first presented to parliament in respect of the reporting period (i.e from the entity's 2014 - 15 Portfolio Budget Statements (PBS)).

2. Between the actual and original budgeted amounts for 2015. Explanations of major variances are provided further at Note 19B.

TORRES STRAIT REGIONAL AUTHORITY
Notes to and forming part of the financial statements
for the period ended 30 June 2015

Note 19B: Budgetary Reports and Explanations of Major Variances

Explanation of Major Variances	Affected line items (and Statement)
An unbudgeted shortfall in superannuation obligations was identified as part of a review of the payroll system.	Employee benefits (Statement of Comprehensive Income)
During the year, the TSRA was funded \$1.3M through an Indigenous Advancement Strategy grant from the Department of Prime Minister and Cabinet in order to purchase the only non-indigenous commercial Beche-de-Mer fishing license existing in the Torres Strait region. The TSRA contributed an additional \$200,000 to this initiative. Beche-de-Mer is one of many commercial fisheries in the Torres Strait region. The purchase of the Beche-de-mer license by the TSRA for the benefit of Torres Strait Islander and Aboriginal people of the Torres Strait is part of an ongoing process of securing 100% ownership of all Torres Strait commercial fisheries for the sole benefit of the Torres Strait Islander and Aboriginal people of the region. This funding was not included in the original budget position.	Suppliers and Grants (Statement of Comprehensive Income)
The remaining variance from budget of \$4.6M was transferred to grants and paid to various organisations to deliver indigenous employment and training programs in the Torres Strait and Northern Peninsula communities.	
The budget reflects the depreciation funding received as part of the annual budget and is substantially less than actual depreciation expense.	Depreciation (Statement of Comprehensive Income)
The budget only includes funding agreements that had been signed at the time the budget was prepared. Additional funding was raised after the budget was prepared. Because the TSRA is the leading Commonwealth representative body for Torres Strait Islander and Aboriginal people living in the Torres Strait, they are often approached by other government agencies to deliver programs in the Torres Strait 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.	Other revenue (Statement of Comprehensive Income)
The TSRA has undertaken a major development for the provision of staff accommodation on Thursday Island. Delays in the preliminary phases of construction, specifically in obtaining various administrative approvals, has reduced the capital outlays expected for FY 2014/15. This explains a larger balance of cash comprised of Cash at bank and Other investments, corresponding to a smaller balance of land and buildings.	Cash and cash equivalents, Other investments and Land and buildings (Statement of Financial Position)
The variance in payables arises from timing differences due to normal business activities.	Payables (Statement of Financial Position)
The variance in retained surplus arises as a cumulative result of actual surpluses realised, whilst budgeting for breakeven results in prior years' budgets.	Retained Surplus (Statement of Financial Position)



Corporate Team.



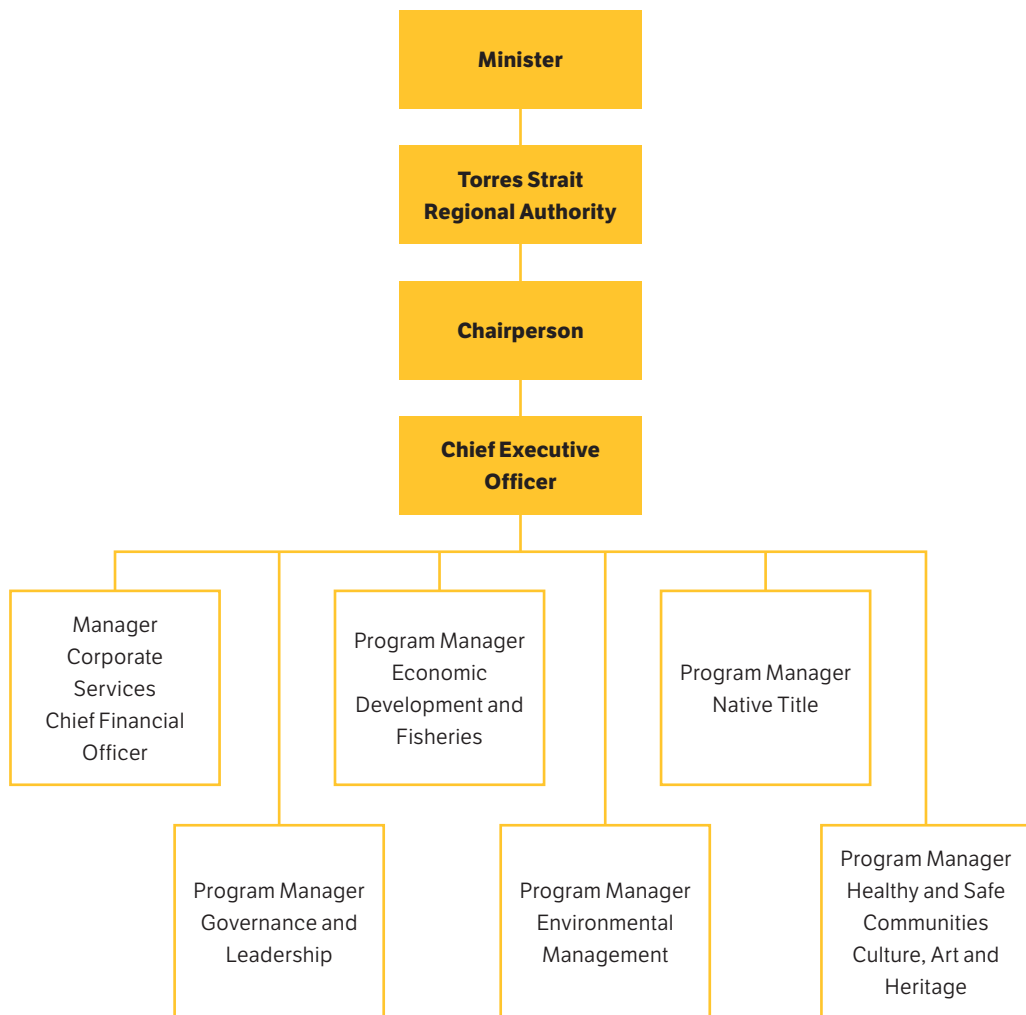
Poruma sewage pumping station inspection.

SECTION SIX

Appendices

APPENDIX 1: ORGANISATIONAL STRUCTURE

**FIGURE 6-1:
TORRES STRAIT REGIONAL AUTHORITY STRUCTURE**



APPENDIX 2: ADVERTISING AND MARKET RESEARCH

The TSRA advertises all ongoing vacancies and non-ongoing vacancies which exceed 12 months duration using the Online Australian Public Service Jobs and SEEK websites, as well as other selected national advertising. The TSRA uses the Australian Government's preferred supplier AdCorp Australia Ltd National 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 for distributing the TSRA community newsletters, 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 2014 - 2015.

APPENDIX 3: DETAILS OF GRANTS

**TABLE 6-1:
DETAILS OF GRANTS**

GRANT RECIPIENT	PURPOSE	AMOUNT \$
Australian Fisheries Management Authority	Torres Strait Scientific Advisory Committee projects	216,302
Australian Fisheries Management Authority	Managing traditional inhabitant representation at Protected Zone Joint Authority forums	690,530
Australian Maritime Safety Authority	School-based maritime safety education project	55,720
Australian Maritime Safety Authority	Torres Strait Marine Pathways Project	1,450,000
Badhulgaw Kuthinaw Mudh TSI Corporation	Operational funding	50,000
Badu Island Foundation Ltd	Aibai Sagulau Buai dance team – preservation of cultural practices and values	10,000
Deep Sea Dancers	Support for dance performance	5,000
Denis Allan Newie	Purchase of material and equipment for the Arpaka dance team	8,500
Department of Transport and Main Roads (Queensland Government)	Transport Infrastructure Development Scheme	500,000
Enterprise Management Group Pty Ltd	Community Development Employment Project wages	2,870,308
Enterprise Management Group Pty Ltd	Economic and community development projects	4,600,000
Erub Erwer Meta (TSI) Corporation	Alcaston Gallery visit by exhibiting artist and support staff	10,500
Erub Erwer Meta (TSI) Corporation	Promote arts centre	20,000
Erub Ewer Meta (TSI) Corporation	Participation in exhibitions and art fairs	25,000
Erub Ewer Meta (TSI) Corporation	Saam Karem Ira Kodo Mer Dance Team attendance at Cairns Indigenous arts fair	50,000

**TABLE 6-1:
DETAILS OF GRANTS**

GRANT RECIPIENT	PURPOSE	AMOUNT \$
Erub Ewer Meta (TSI) Corporation	Operational funding	50,000
Erubam Le Traditional Land and Sea Owners (TSI) Corporation RNTBC	Prescribed Body Corporate support funding	6,000
Erubam Le Traditional Land and Sea Owners (TSI) Corporation RNTBC	Prescribed Body Corporate support funding	5,000
Fisheries Research and Development Corporation	Develop finfish action plan	68,500
Fisheries Research and Development Corporation	Torres Strait fisheries development projects	700,000
Kaurareg Native Title Aboriginal Corporation	Prescribed Body Corporate support funding	100,000
Kaziw Asesered Le Association Inc	St Pauls community raft race	4,800
Leo Morris Sam	Dance equipment and materials	2,000
Malau Ki'ai (Torres Strait Islander) Corporation	Cultural celebrations on Boigu	12,000
Mer Gedkem Le (Torres Strait Islander) Corporation	Purchase jewellery-making materials	8,234
Mer Gedkem Le (Torres Strait Islander) Corporation	Prescribed Body Corporate support funding	67,000
Mer Gedkem Le (Torres Strait Islander) Corporation	Prescribed Body Corporate support funding	69,400
MM Loban and KM martin	Capture and produce images of island life	9,330
Mualgal (Torres Strait Islander) Corporation Registered Native Title Body Corporate	Prescribed Body Corporate support funding	10,500
Mura Badulgal (TSI) Corporation Registered Native Title Body Corporate	Prescribed Body Corporate support funding	7,500
Mura Badulgal (TSI) Corporation Registered Native Title Body Corporate	Prescribed Body Corporate support funding	7,700
Mura Kosker Sorority Inc	Patrick Mau create and showcase music and dance performance	13,000
Mura Kosker Sorority Inc	Dayne Noah – ilan life documentaries	15,000
Mura Kosker Sorority Inc	Ettie Mosby – Produce a CD	16,520
Mura Kosker Sorority Inc	Ailan Creation – ripple effect programme	17,000

**TABLE 6-1:
DETAILS OF GRANTS**

GRANT RECIPIENT	PURPOSE	AMOUNT \$
Mura Kosker Sorority Inc	Sally Lawrence – Place Blo Mepla Project	22,000
Mura Kosker Sorority Inc	Patrick Mau CD promotional tour	25,000
Mura Kosker Sorority Inc	NGO support funding	150,000
Mura Kosker Sorority Inc	Operational support	437,000
Ngalmun Lagau Minaral (Torres Strait Islander) Corporation	Operational support Moa Arts Centre	50,000
Ngalmun Lagau Minaral (Torres Strait Islander) Corporation	Operational funding	50,000
Northern Peninsula Area Regional Council	Lifeguard training	21,590
Northern Peninsula Area Regional Council	Participation in 21st Laura dance festival	25,000
Northern Peninsula Area Regional Council	Deliver music and song writing training and mentoring	25,000
Northern Peninsula Area Regional Council	Multi-purpose circuit master plan development	42,000
Northern Peninsula Area Regional Council	Events coordinator	300,000
Our Lady of the Sacred Heart School	Cultural tour to Brisbane	16,000
Port Kennedy Association	Recording of contemporary secular songs	25,000
Port Kennedy Association	Regional hub workshop	65,000
Port Kennedy Association	Community after school care programme	95,000
Port Kennedy Association	Community after school care programme	135,000
Port Kennedy Association	Non-Government Organisation support funding	150,000
Port Kennedy Association	Operational support	171,500
Port Kennedy Association	Operational support	450,000
Saibai Mura Buway (Torres Strait Islander) Corporation RNTBC	Prescribed Body Corporate support funding	8,750
Saltwater Blue Consultancy Services	Repatriate Mabuiag myths and legends	10,000
Torres Shire Council	Purchase High Frequency (HF) radios	16,000
Torres Shire Council	Waste Solutions Project	130,000

**TABLE 6-1:
DETAILS OF GRANTS**

GRANT RECIPIENT	PURPOSE	AMOUNT \$
Torres Shire Council	Events coordinator	300,000
Torres Strait Island Regional Council	Strait smile (Dental health programme)	6,848
Torres Strait Island Regional Council	Water-related infrastructure management support	1,700,000
Torres Strait Island Regional Council	Expansion of in-house water testing on Badu and Iama Islands	100,000
Torres Strait Island Regional Council	Purchase High Frequency (HF) radios	105,000
Torres Strait Islanders Media Association Inc	Media festival	5,000
Torres Strait Islanders Media Association Inc	Repairs to Gaffney House roof	70,000
Torres Strait Islanders Media Association Inc	Operational support funding	780,000
Torres Strait Islanders Regional Education Council Incorporated	'Ensuring a straight start' project	169,365
Torres Strait Kaziw Meta Inc	Board strategic planning workshop	22,900
Torres Strait Kaziw Meta Inc	New student transfer bus	51,200
Torres Strait Major Infrastructure and Other Projects Trust	Seawalls	3,500,000
Torres Strait Major Infrastructure and Other Projects Trust	Major Infrastructure Programme	7,071,989
Torres Strait Youth and Recreational Sporting Association Inc	Non-Government Organisation review work plan implementation	300,000
Torres Strait Youth and Recreational Sporting Association Inc	Operational recurrent and sporting subsidies	975,000
Ugar Ged Kem Le Zeuber Er Kep Le (Torres Strait Islander) Corporation Registered Native Title Body Corporate	Prescribed Body Corporate support funding	10,700
Warraberalgal (Torres Strait Islander) Corporation Registered Native Title Body Corporate	Prescribed Body Corporates support funding	10,500
Total		29,349,686

(Total from audited Financial Statements – detail unaudited)

APPENDIX 4: DETAILS OF CONSULTANTS

**TABLE 6-2:
DETAILS OF CONSULTANTS**

NAME	AMOUNT \$	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Andrew Mitchell	19,000	Image management system	Direct sourcing	B
Arenelle Pty Ltd	48,117	Programme and planning support and mentoring	Direct sourcing	C
Brendan Corrigan	17,611	Anthropological services	Direct sourcing	B
Contact First Business Solutions Pty Ltd	17,733	Business support services	Open tender	B
Curiousmindsco	10,080	Facilitation and planning workshop	Direct sourcing	B
David Fell Environmental Pty Ltd	75,500	Biodiversity surveys	Direct sourcing	B
Davidson Workplace Solutions Pty Ltd	8,554	Enterprise agreement support	Direct sourcing	B
Deltapoint Consulting	40,988	Human resources support	Direct sourcing	B
Diana Abiad	24,284	Arts skills workshops	Direct sourcing	B
Dianne Chambers	20,944	Technical research and policy drafting	Direct sourcing	B
Effective Governance	20,787	Governance Professional Development Programme PGPA Act 2014	Direct sourcing	B

**TABLE 6-2:
DETAILS OF CONSULTANTS**

NAME	AMOUNT \$	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Effective Governance	47,510	Facilitate effective traditional representation at fisheries forums workshops	Direct sourcing	B
Emamulda Consulting Services	147,138	Anthropological services	Direct sourcing	B
Environmental Systems Solutions	156,600	Traditional Ecological Knowledge System	Open tender	B
Fieldworx	29,335	Facilitation of Language Centre Development Plan workshop	Direct sourcing	B
Indigenous Business Australia	34,700	Into Business Workshops	Direct sourcing	B
James Cook University	34,037	Survey of aquatic habitats	Direct sourcing	B
James Cook University	80,000	Torres Strait seagrass research and monitoring	Direct sourcing	B
James Cook University	7,576	Invasive species	Direct sourcing	B
Kapish Services Pty Ltd	7,438	Software upgrade	Open tender	B
Kleinhardt Pty Ltd	9,435	Business loan support and mentoring	Open tender	B
KPMG Australia	24,947	Non-government organisations work plans	Open tender	B
Leading Practice Multi-Disciplinary Service	43,608	Framework for the delegation of environmental compliance powers to TSRA staff	Select tender	C
Lewis Troutman	29,721	Structural review	Select tender	C
Miromaa Aboriginal Language and Technology Centre	41,818	Facilitate Torres Strait Language symposium	Direct sourcing	B

**TABLE 6-2:
DETAILS OF CONSULTANTS**

NAME	AMOUNT \$	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
MLSC Corporate Pty Ltd	44,506	Board mid-term performance review	Open tender	C
NRM Locums Pty Ltd	18,000	Development of Torres Strait regional biosecurity strategy	Direct sourcing	C
O'Neil Pollock and Associates	15,136	Economic Development summit facilitation	Select tender	B
Pegasus Studios	40,000	Music and Dance Audit	Direct sourcing	B
Qld Regional NRM Groups Collective	9,500	Developing the monitoring and evaluation criteria for the Torres Strait Adaptation and Resilience Plan	Direct sourcing	C
Reef and Rainforest Research Centre	150,698	Communication support	Direct sourcing	B
Rohan Hamden and Associates	48,227	Adaptability and resilience workshops	Direct sourcing	B
Sam Taylor	171,096	ITC support	Direct sourcing	B
Savvy Events – Melissa Robertson	26,814	Arts Centre mentoring	Direct sourcing	B
SC Lennon and Associates Pty Ltd	179,809	Community Economic Initiatives Support review	Open tender	C
Tagai State College	100,000	Horticulture in schools project	Direct sourcing	B
Tagai State College	47,273	Indigenous Language Centre	Direct sourcing	B
TerraForm Design Pty Ltd	30,000	Land and Sea Management strategy	Select tender	C
Tracker Development	108,611	Develop Gab Titui Cultural Centre marketing plan	Select tender	C
Tuna Blue Pty Ltd	6,400	Dugong and turtle review	Select tender	C

**TABLE 6-2:
DETAILS OF CONSULTANTS**

NAME	AMOUNT \$	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
University of Queensland	8,000	Turtle dispatching device	Direct sourcing	B
University of Wollongong	11,818	Fisheries management framework	Select tender	C
Zakazukha Marketing Communications	86,382	Media support services	Open tender	B
Total Consultants	2,099,731			

Justification Code:

A: Skills currently unavailable within TSRA

B: Need for specialised or professional skills

C: Need for independent research or assessment

Note:

All consultants engaged under section 144T of the *Aboriginal and Torres Strait Islander Act 2005* (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 subsection 144T(3). There were no significant differences between the terms and conditions on which that consultant was engaged.

(Total from audited Financial Statements – detail unaudited)



Masig school garden.

APPENDIX 5: COMPLIANCE WITH AUSTRALIAN GOVERNMENT STATUTES AND POLICIES

Under the Commonwealth Authorities (Annual Reporting) Orders 2011, Schedule 1, Clause 12, the TSRA is required to provide particulars of:

- directions issued by the responsible Minister, or other Minister, under the enabling legislation of the TSRA or other legislation
- general policies of the Australian Government that were notified to the TSRA before 1 July 2008 under section 28 of the *Commonwealth Authorities and Company Act 1997* and which continue to apply to the TSRA
- government policy orders that apply to the TSRA under section 22 of the *Public Governance, Performance and Accountability Act 2013*.

**TABLE 6-3:
COMPLIANCE WITH AUSTRALIAN GOVERNMENT STATUTES AND POLICY**

DIRECTION AND GOVERNMENT POLICY	COMPLIANCE
<i>Aboriginal and Torres Strait Islander Act 2005</i> (Cth), including the Indigenous Affairs legislation Amendments Bills numbers 1 and 2 of 2011	Compliant
Advertising and market research	Compliant
Australian Competitive Grants Register (ACGR)	Not applicable
Competitive neutrality (CN)	Compliant
Commonwealth Authorities (Annual Reporting) Orders 2011	Compliant
Disability reporting mechanisms	Compliant
Energy Efficiency in Government Operations	Compliant
Fraud Policy	Compliant
<i>Freedom of Information Act 1982</i> (Cth)	Compliant
<i>Privacy Act 1988</i> (Cth)	Compliant
Protective Security Policy Framework	Compliant
<i>Public Governance, Performance and Accountability Act 2013</i> (Cth), including Public Governance, Performance and Accountability Rule 2014 (Cth)	Compliant
Senate Continuing Order no.6, as varied by the Senate on 3 December 1998	Compliant

APPENDIX 6: EXPLANATION OF PROGRAMME BUDGET VARIANCE

This appendix references the appropriation programme expenditure 2014 - 2015 Table 2-12 on page 27 and provides additional information on the reason for the variances for each programme area's expenditure as compared to budget allocations.

During 2014 - 2015, the TSRA operated under a programme structure which was focused 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 2014 - 2018*.

The 2014 - 2015 actual programme spend from appropriation totalled \$55.238 million compared to a budget allocation of \$55.537 million, resulting in a variance of \$0.299 million or 0.54 per cent.

In the main, the variances can be attributed to changes in project phasing between financial years or under-expenditure in the grants projects due to the number of applications which are approved following the assessment process. The notes to Table 6-4 provide reasons for variances greater than two per cent between budget and actual.

The following programmes recorded variances between budget and actual.

**TABLE 6-4:
PROGRAMME BUDGET VARIANCE, 2014 - 2015 (UNAUDITED)**

APPROPRIATION PROGRAMME VARIANCE BETWEEN BUDGET AND ACTUAL, 2014 - 2015

PROGRAMME	VARIANCE \$,000	VARIANCE (%)
Culture, Art and Heritage ⁽¹⁾	131	2.83
Economic Development	49	0.37
Environmental Management ⁽²⁾	(120)	(2.62)
Fisheries	(4)	(0.09)
Governance and Leadership	76	1.40
Healthy Communities	87	0.59
Native Title	(32)	(0.85)
Safe Communities ⁽³⁾	112	2.50

(1) Minor variation (2.83 per cent) due to number and value of grant funding applications approved.

(2) Minor variation (2.62 per cent) due to phasing of activities from 2014 - 2015 to 2015 - 2016.

(3) Minor variation (2.50 per cent) due to number and value of grant funding applications approved.



Economic Development Summit participants.



Masig Beach.

SECTION SEVEN

Compliance Index

COMMONWEALTH ENTITY

This Annual Report is prepared in accordance with the *Aboriginal and Torres Strait Islander Act 2005* (Cth) and the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

As a Commonwealth entity, the TSRA is also required to prepare an Annual Report in accordance with:

- requirements as set out in the Commonwealth Authorities (Annual Reporting) Orders 2011, with variations as set out in section 7AB of the Public Governance, Performance and Accountability (Consequential and Transitional Provisions) Rule 2014

- requirements of other legislation, namely the *Commonwealth Electoral Act 1918* (Cth), the *Environment Protection and Biodiversity Conservation Act 1999* (Cth), the *Freedom of Information Act 1982* (Cth) and the *Work Health and Safety Act 2011* (Cth).

Table 7-1 details the reporting requirements and provides the location of the relevant information within this Annual Report.

Any enquiries relating to this compliance Index 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.

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
<i>Aboriginal and Torres Strait Islander Act 2005</i> (Cth) - Section 144ZB	
(2) Certain matters must be included in the annual report. The TSRA must include in each annual report details of:	
— Any directions given by the Minister under section 142E	Page 134
— Any consultants engaged under section 144T	Page 230 - 233
(3) Report must include details of grants. If a grant was made by the TSRA during a period to an individual or body, the annual report for that period must set out:	
— The name of the individual or body	Page 226 - 229
— The amount and purpose of the grant	Page 226 - 229
(4) Report must not disclose sacred matters.	
— The TSRA must not disclose in any annual report any matters known by the TSRA to be held sacred by Torres Strait Islanders or Aboriginal persons	Page 171

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
(5) Report must include certain details about consultants.	
— If an annual report gives details of a consultant engaged under section 144T, the report must set out 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)	Page 233
Commonwealth Authorities (Annual Reporting) Orders 2011	
(6) Approval by directors	
— The Annual Report of Operations must be approved by a resolution of directors of a Commonwealth authority. If the Commonwealth authority has only one director, the report of operations must be approved by that director.	Page xxi
— The Annual Report of Operations must be signed by a director and include details of how and when approval was given. The Annual Report of Operations must also state that directors are responsible for the preparation and contents of the Annual Report of Operations (in accordance with section 46 of the PGPA Act and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015).	Page xxi
(7) Exemptions	
— The Finance Minister may grant a written exemption to the directors of a Commonwealth authority, or a class of Commonwealth authorities, from any requirement of these orders. An exemption must be in writing and may be subject to conditions.	Page 170
— Details of an exemption relied upon by the Commonwealth authority must be provided in the Annual Report of Operations.	Page 170
(8) Parliamentary standards of presentation	
— The annual report of a Commonwealth authority is tabled in Parliament by the responsible Minister under section 46 of the PGPA Act. Once tabled in Parliament, the annual report becomes part of the Parliamentary Papers series and as such, the report must comply with the presentation and printing standards for documents presented to the Parliament.	Compliant

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
(9) Plain English and clear design	
— The Annual Report of Operations must be constructed having regard to the interests of the Parliament and other users. Information included in the report must be relevant, reliable, concise, understandable and balanced. For example, to the extent practicable:	
a. use clear design, including through headings and adequate spacing;	Compliant
b. define acronyms and technical terms (such as through a glossary);	Page 252 - 253
c. use tables, graphs, diagrams and charts; and	Section 8, Tables and Figures, Page 248 - 251
d. include any additional matters that may be appropriate.	Section 2
(10) Enabling legislation	
— The Annual Report of Operations must also specify the Commonwealth authority's enabling legislation, including a summary of its objectives and functions, as specified in its legislation.	Page 132
(11) Responsible Minister	
— The Annual Report of Operations must specify the name of the current responsible Minister and the names of any other responsible Ministers during the relevant financial year being reported on.	Page 134
(12) Ministerial directions and other statutory requirements	
— The Annual Report of Operations must provide details of:	
a. directions issued by the responsible Minister, or other Minister, under the enabling legislation of the Commonwealth authority or other legislation; and	Page 134
b. general policies of the Australian Government that were notified to the Commonwealth authority before 1 July 2008 under section 28 of the CAC Act (as in force before 1 July 2008) and which continue to apply to the Commonwealth authority; and	Page 234
c. Government Policy Orders that apply to the Commonwealth authority under section 22 of the PGPA Act.	Nil
— Where a direction or applicable policy has not been fully complied with, the report must include an explanation of the non-compliance.	Nil

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
(13) Information about directors	
— The Annual Report of Operations must include information on the directors of the Commonwealth authority. This information includes directors' names, qualifications, experience, attendance of board meetings and whether the director is an executive or non-executive director.	Page 139 - 159
(14) Outline of organisational structure and statement on governance	
— The Annual Report of Operations must provide an outline of:	
a. the organisational structure of the Commonwealth authority (including subsidiaries); and	Page 224
b. the location, in Australia or elsewhere, of major activities and facilities.	Page 120
— The Annual Report of Operations can assist a Commonwealth authority to demonstrate that its governance is sound. Consequently, the Annual Report of Operations must include information on the main corporate governance practices that the Commonwealth authority used during the financial year. For example, details should be provided on:	
a. board committees of the authority and their main responsibilities; and	Page 154 - 159
b. education and performance review processes for directors; and	Page 153
c. ethics and risk management policies.	Page 153 and 164
(15) Related Entity Transactions	
— The Annual Report of Operations must disclose the decision-making process undertaken by the board of the authority when:	
a. it approves for the authority to pay for a good or service from another entity, or provide a grant to another entity; and	Page 207
b. a director of the authority is also a director of the other entity that provides the good or service or receives the grant; and	The approval of payments for goods and services and provision of grants is delegated to the Chief Executive Officer
c. the value of the transaction, or if there is more than one transaction, the aggregate value of those transactions, exceeds \$10,000 (GST inclusive).	
— If decision-making processes relate to multiple transactions to a single entity, with an aggregate value of more than \$10,000 (GST inclusive), then a single report can be provided that explains the number of transactions and the aggregate of expenditure. The aim is to improve transparency around potential conflicts of interests in the operations of Commonwealth authorities.	

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
(16) Key activities and changes affecting the authority	
— Highlighting key activities and changes that have affected the Commonwealth authority can assist the reader to understand the authority's performance over the past financial year. Consequently, the annual report must detail any key activities and changes that affected the operations or structure of the authority during the financial year. This may include:	
a. significant decisions or issues as referred to in paragraphs 19(1)(c), (d) or (e) of the PGPA Act; and	Nil
b. operational and financial results of the authority; and	Section 5
c. key changes to the authority's state of affairs or principal activities; and	Page vii - xv
d. amendments to the authority's enabling legislation and to any other legislation directly relevant to its operation.	Nil
(17) Judicial decisions and reviews by outside bodies	
— As entities of the Australian Government, Commonwealth authorities are expected to have levels of accountability suitable for the public sector. Part of demonstrating these qualities involves reporting on judicial decisions and reports by third parties. As such, the Annual Report of Operations must include particulars of:	
a. judicial decisions and decisions of administrative tribunals that have had, or may have, a significant effect on the operations of the Commonwealth authority; and	Nil
b. reports about the authority made by the Auditor-General, a Parliamentary committee, the Commonwealth Ombudsman or the Office of the Australian Information Commissioner.	Nil
(18) Obtaining information from subsidiaries	
— Where directors of a Commonwealth authority are unable to obtain information from a subsidiary that is required to be included in the Annual Report of Operations before the annual report is submitted under section 46 of the PGPA Act, the directors must include an explanation on the missing information and how this affects the annual report.	No Subsidiaries
(19) Indemnities and insurance premiums for officers	
— The Annual Report of Operations must include details of any indemnity given to an officer against a liability, including premiums paid, or agreed to be paid, for insurance against the officer's liability for legal costs.	Page 166
(20) Disclosure requirements for Government Business Enterprises	
	Not Applicable

**TABLE 7-1:
TSRA COMPLIANCE INDEX**

GUIDING LEGISLATION REQUIREMENT	PAGE REFERENCE
(21) Index of annual report requirements	
— To assist readers to locate the information required by the PGPA Act or other applicable legislation, the Annual Report of Operations must provide an index of annual report requirements, identifying where relevant information can be found in the annual report.	Page 240 - 245
Other Legislation	
<i>Commonwealth Electoral Act 1918</i> (Cth)	
— Section 311A of the <i>Commonwealth Electoral Act 1918</i> (Cth) requires certain annual reporting in relation to amounts paid by or on behalf of a Commonwealth authority during the financial year to advertising agencies; market research organisations; polling organisations; direct mail organisations and media advertising organisations.	Nil
<i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth)	
— Section 516A of the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) requires Commonwealth authorities to include a report on environmental matters in their annual reports. Details of what is required can be found at http://www.environment.gov.au/epbc/about/reports.html#annualcwth	Page 161
<i>Work Health and Safety Act 2011</i> (Cth)	
— The annual reports of Commonwealth authorities must include information set out in sub-item 4(2) of Schedule 2 of the <i>Work Health and Safety Act 2011</i> (Cth)	Page 167
<i>Freedom of Information Act 1982</i> (Cth)	
— Section 93 requires agencies, including the TSRA, to provide information and statistics to the Australian Information Commissioner. Further details about these requirements can be obtained from the Office of the Australian Information Commissioner's website at www.oaic.gov.au	Page 170



Saibai cemetery erosion protection works.

SECTION EIGHT

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ABBREVIATIONS

ABS	Australian Bureau of Statistics
AGD	Attorney General's Department
AIATSIS	Australian Institute of Aboriginal and Torres Strait Islander Studies
APS	Australian Public Service
ATSI	Aboriginal and Torres Strait Islander
CAC Act	<i>Commonwealth Authorities and Corporations Act 1997</i>
CAH	Culture, Art and Heritage
CDEP	Community Development Employment Projects
CDP	Community Development Programme
CEIS	Community Economic Initiatives Scheme
COAG	Council of Australian Governments
Cth	Commonwealth
DOGIT	Deed(s) of Grant In Trust
EEO	equal employment opportunity
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
EPIRB	emergency position-indicating radio beacon
ESD	ecologically sustainable development
FOI Act	<i>Freedom of Information Act 1982</i>
GBK	Gur A Baradharaw Kod Sea and Land Council
GTCC	Gab Titui Cultural Centre
HF	high frequency
IAS	Indigenous Advancement Strategy
IBA	Indigenous Business Australia
ICT	information and communications technology
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
IPS	Information Publication Scheme
ISD	Integrated Service Delivery

KPI	Key Performance Indicator
MIP	Major Infrastructure Programme
MOA	memorandum of agreement
NAIDOC	National Aborigines and Islanders Day Observance Committee
NGO	non-government organisation
NPARC	Northern Peninsula Area Regional Council
NTO	Native Title Office
NTRB	Native Title Representative Body
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PSC	Programme Steering Committee
PZJA	Protected Zone Joint Authority
RJCP	Remote Jobs and Communities Programme
RNTBC	Registered Native Title Body Corporate
TI	Thursday Island
TIB	Traditional Inhabitant Boat
TIDS	Transport Infrastructure Development Scheme
TRAIL	Training Rural Australians in Leadership
TRAWQ	Tamwoy, Rosehill, Aplin, Waiben and Quarantine
TSC	Torres Shire Council
TSCMC	Torres Strait Coastal Management Committee
TSIMA	Torres Strait Islanders Media Association
TSIRC	Torres Strait Island Regional Council
TSIREC	Torres Strait Islanders' Regional Education Council
TSMPP	Torres Strait Maritime Pathways Project
TSMSP	Torres Strait Marine Safety Programme
TSI	Torres Strait Islander
TSRA	Torres Strait Regional Authority
TSWLP	Torres Strait Women's Leadership Programme
TSYLP	Torres Strait Young Leaders Programme
TSYRSA	Torres Strait Youth and Recreational Sporting Association
TVH	Transferable Vessel Holder



Finfish action plan consultations, lama.

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**ELECTED COUNCILLORS
1937 TO 2007**

YEAR	CHAIRPERSON	COUNCILLOR	COUNCILLOR
1937
1940
1943
1946
1949
1952
1955
1958
1961
1964
1967
1970
1973
1976
1979
1982
1985
1988
1991
1994
1997
2000
2003
2006

PROUDLY SPONSORED BY: People of Poruma Island

Poruma community meeting.