



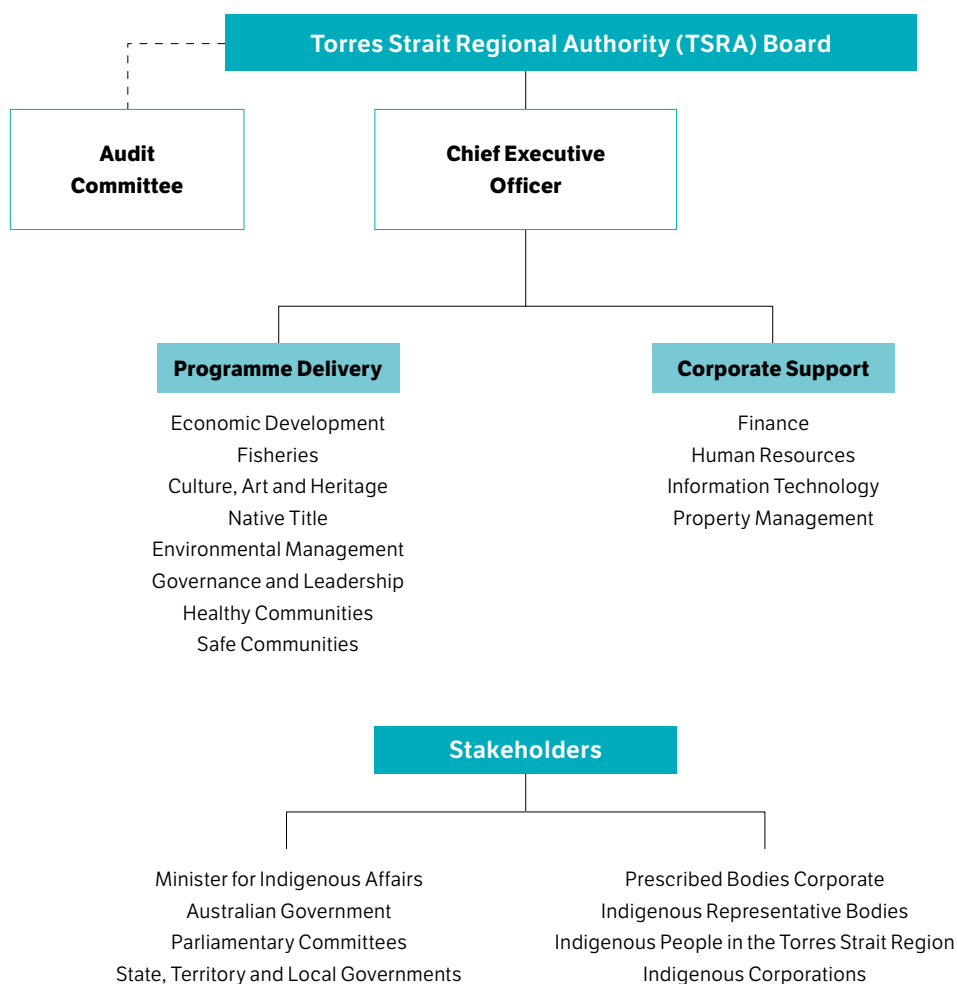
## **SECTION FOUR**

### **Corporate Governance and Accountability**



# OVERVIEW OF GOVERNANCE STRUCTURE

FIGURE 4-1  
TORRES STRAIT REGIONAL AUTHORITY 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 TSRA Programme Steering Committee, the TSRA Audit Committee and the TSRA Board.

### TSRA BOARD

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

The Chairperson and Executive Members of the TSRA are elected by the members at the first Board meeting following the TSRA elections. The 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:

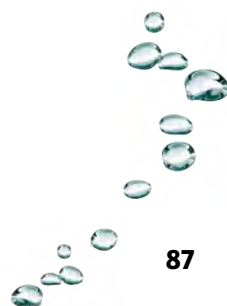
- ◆ set out the TSRA's vision for the Torres Strait
- ◆ oversee the TSRA's strategic objectives and direction
- ◆ approve programme mandates
- ◆ review the TSRA's performance, objectives and outcomes
- ◆ manage strategic risk and regional stakeholder relations.

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

### 2016-2020 Appointments

The TSRA Board consists of 20 members elected under Division 5 of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The 20 members represent the communities of Badu, Bamaga, Boigu, Dauan, Erub, Hammond, Iama, Kubin, Mabuyag, Masig, Mer, Ngarupai and Muralag, Port Kennedy, Poruma, Seisia, Saibai, St Pauls, TRAWQ, Ugar and Warraber. Current Board members were elected in July 2016 and will serve on the Board until the next TSRA elections are held in 2020. Elections for Board office holders were held at the first meeting of the new Board, in September 2016.

In September 2017, the Australian Electoral Commission declared Mr Jimmy Gela the successful candidate to fill the position of Member for Erub, following the resignation of Mr Kenny Bedford.



## Profiles of TSRA Board Members

### **MR NAPAU PEDRO STEPHEN AM** **CHAIRPERSON AND MEMBER FOR PORT KENNEDY**



In July 2016 Mr Napau Pedro Stephen was elected to the TSRA Board for the second time. Mr Stephen's previous term was 2000-2004.

In September 2016 Mr Stephen was elected as the Chairperson and Portfolio Member for Governance and Leadership. He is also a member of the TSRA Regional Governance Committee.

Mr Stephen has over 30 years of extensive executive leadership and management experience with Australian Government and state and local government agencies and community organisations. The former Mayor of Torres Shire Council, he was the longest serving mayor in Queensland.

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

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

During his term, Mr Stephen would like to provide strong leadership that promotes people's honesty and loyalty and outstanding customer service. He would like to lead and

establish a single regional governance authority in the Torres Strait and Northern Peninsula Area, to provide effective and efficient governance with a model of hope and security in line with social and economic independence for people living in the Torres Strait.

### **MR JERRY D STEPHEN JR** **DEPUTY CHAIRPERSON AND MEMBER FOR UGAR**



In July 2016 Mr Jerry D Stephen Jr was elected to the TSRA Board for the second time. Mr Stephen's previous term was 2012-2016. In September 2016 Mr Stephen was elected as the Deputy Chairperson and Portfolio Member for Fisheries.

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

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

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

While on the TSRA Board, Mr Stephen will continue to address the many issues affecting our communities, while working collaboratively with all stakeholders to jointly improve the wellness within our communities.

**MR ERIC PETER**  
**ALTERNATE DEPUTY CHAIRPERSON AND**  
**MEMBER FOR BOIGU**



In July 2016 Mr Eric Peter was elected to the TSRA Board for the second time. Mr Peter's previous term was 2012-2016. In September 2016 Mr Peter was elected as the Alternate Deputy Chairperson and

Portfolio Member for Native Title.

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

Mr Peter holds an Associate Degree in Business and Finance and a Certificate IV in Quarantine and Export Inspection. He has completed Australian Public Service (APS) leadership programmes and worked in the APS for more than 21 years. Mr Peter is currently employed by the Queensland Police Service and employed as a Torres Strait Islander police officer in his community.

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

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

**MR HORACE BAIRA**  
**MEMBER FOR BADU**



In July 2016 Mr Baira was elected to the TSRA Board for the first time. Mr Baira is a member of the TSRA Audit Committee and the Project Steering Committee, Community Management Framework Project (Fisheries Programme).

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

Mr Baira has experience in environmental health; community management; rural and remote operations; and small business management.

Mr Baira's key issues of concern are the ineffectiveness of integrated service delivery between stakeholders in the Torres Strait region and the allocation of resources towards community and economic development.

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

**MRS PATRICIA YUSIA**  
**MEMBER FOR BAMAGA**



In July 2016 Mrs Patricia Yusia was elected to the TSRA Board for the first time. In September 2016 Mrs Yusia was elected as the Portfolio Member for Healthy Communities.

Mrs Yusia has over 21 years of experience as a director of non-government organisations. She serves as a director of local community organisations, including the Bamagau Kazil Torres Strait Islanders Corporation, Apunipima Cape Yorke Health Council and Northern Peninsula Area Family and Community Family Services. She is also a member of the Mura Badulgal (Torres Strait Islanders) Corporation Board.

Mrs Yusia has 26 years of experience in the health sector, and holds a Diploma in Governance, a Diploma in Primary Health Care, a Degree in Health Science and a Graduate Diploma in Health Promotion.

Mrs Yusia's key areas of concern are the health and wellbeing of individuals, families and communities; community engagement; overcrowding in housing; lack of employment opportunities; domestic violence; child safety; child care; and drugs and alcohol.

Mrs Yusia aims to address these issues by working with relevant government stakeholders to ensure that adequate programmes and services are delivered to the Torres Strait and Northern Peninsula Area communities.

Mrs Yusia also acknowledges that it is important to empower and support the Aboriginal and Torres Strait Islander leadership through upskilling and support for current and future community initiatives, workshops, mentoring and guidance for people who would like to start their own businesses or take on challenging roles.

Mrs Yusia also seeks to address the social and cultural barriers which affect the wellbeing and health of our people, by adopting an approach centred on community and family, gathering real data and having skilled local people in key positions.

Mrs Yusia aims to improve Indigenous leadership, health partnerships, and social and cultural determinants which affect our lifestyle. She also wants to lobby and allocate more funding for organisations which empower groups in the communities to be sustainable, believing that it is important to encourage communities to work together for a brighter, healthy future for our children and future generations.

**MR JOEL GAIDAN**  
**MEMBER FOR DAUAN**



In July 2016 Mr Joel Gaidan was elected to the TSRA Board for the first time.

Mr Gaidan was Councillor for Dauan on the Torres Strait Island Regional Council in 2012-2016,

and was employed by the council as an environmental health worker. He is in the process of completing a Diploma of Environmental Health.

Mr Gaidan's key areas of concern for his community include addressing the shortage of housing; upgrading and maintaining the water supply and rubbish dump; sealing roads; and addressing the mobile telephone blackspot at the back of Dauan.

Mr Gaidan's main priorities for his time on the Board are re-establishing the community's ferry service and repairing and upgrading the community's pontoon facility.

**MR JIMMY GELA**  
**MEMBER FOR ERUB**



In September 2017 Mr Jimmy Gela was elected to the TSRA Board for the first time.

Mr Gela is the Chairperson of Erubam Le Traditional Land and Sea Owners

(Torres Strait Islanders) Corporation; a director of Malu Lamar (Torres Strait Islander) Corporation, the Torres Strait Islanders Media Association and Ged Erub Trading Homeland Enterprise (Torres Strait Islander) Corporation; and a member of the Erub Fisheries Management Association. Mr Gela is also a former Councillor for Erub on the Torres Strait Island Regional Council.

Mr Gela has experience in building construction and roads and drainage maintenance, and holds a Medium Rigid driver's licence.

Mr Gela is interested in the issues of maintaining cultural and traditional knowledge and practices, and upskilling locals to obtain qualifications, particularly in the trades or business administration. He is also concerned about criminal activities in his community of Erub.

Mr Gela would like lessons on cultural and traditional knowledge to be taught in schools on the outer islands, training providers to provide training to assist locals to obtain a trade or business qualification, and the Queensland Police Service to have an ongoing presence in the Erub community for more than two years.

During his term, Mr Gela will ensure that the decisions he makes will be fair and beneficial to his constituents in Erub and the people of the Torres Strait.

**MR SERIAKO DORANTE**  
**MEMBER FOR HAMMOND**



In July 2016 Mr Seriado Dorante was elected to the TSRA Board for the first time.

Mr Dorante was the Deputy Chairperson of the Hammond Island Council in 2004-2008.

Mr Dorante holds a Certificate IV in Frontline Management and a Certificate IV in Local Government Administration. He is currently employed as the Divisional Engineering Officer of the Torres Strait Island Regional Council.

Mr Dorante's key issues of concern are Native Title, housing, employment, health and wellbeing, access to shops, and roads. He believes that these issues can be addressed properly through better consultation processes involving all relevant stakeholders and government bodies.

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

**MR GETANO LUI JR AM**  
**MEMBER FOR IAMA**



In July 2016 Mr Getano Lui Jr was elected to the TSRA Board for the fifth time.

Mr Lui's previous terms were 1994-1997, 1997-2000, 2000-2004 and 2012-2016. Mr Lui was the TSRA Board's first Chairperson.

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 (1997-2004), Chairperson of the Island Coordinating Council (1985-2000) and Chairman of the Islanders Board of Industry and Service (1985-2000).

In 1994 Mr Lui was made a Member of the Order of Australia. He has been a commissioner for declarations since 1979 and a justice of the peace (magistrates court) since 1995.

Between 1976 and 1985 Mr Lui was involved in the ratification of the Torres Strait Treaty between Australia and Papua New Guinea. He is the current Co-Chairperson of the Traditional Inhabitants Meeting at the regular Australia – Papua New Guinea bilateral meetings.

Mr Lui's key area of concern is the socioeconomic and cultural wellbeing of his people. His priority is to advocate for a form of regional governance that will recognise 'home rule' and ultimately lead to a form of regional autonomy that will grant full self-determination to our people of Zenadth Kes, giving us the authority and the capacity to manage and control our own affairs.

#### **MR DAVID BOSUN** **MEMBER FOR KUBIN**



In July 2016 Mr David Bosun was elected to the TSRA Board for the second time. Mr Bosun previously served on the TSRA Board from 2008 to 2012 and was the rotational member of the TSRA Audit Committee.

Mr Bosun is currently the Councillor for Kubin Community on the Torres Strait Island Regional Council. He is also a Director of Ngalmun Lagau Minaral Arts Torres Strait Islander Corporation.

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

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

#### **MR CYGNET REPU** **MEMBER FOR MABUYAG**



In July 2016 Mr Cygnet Repu was elected to the TSRA Board for the first time. In September 2016 Mr Repu was elected as the Portfolio Member for Culture, Art and Heritage.

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

Mr Repu has received various awards during his service with Biosecurity Australia over the past 20 years, and will draw from his experiences and qualifications in Biosecurity Australia during his term as Member for Mabuyag.

Mr Repu's key issues of concern for the Torres Strait are housing, children's welfare, cultural hunger, community unity, travel and transport. He believes that a sensible way to achieve changes is to focus on each 1 per cent rather than 100 per cent, and that it is much better to keep taking a step forward because each step is a drop of sweat well earned.



**MS HILDA MOSBY**  
**MEMBER FOR MASIG**



In July 2016 Ms Hilda Mosby was elected to the TSRA Board for the second time. Her previous term was 2012-2016. In September 2016 Ms Mosby was elected as the Portfolio Member for Environmental

Management. She is a member of the TSRA Audit Committee.

Ms Mosby has more than 17 years of experience in the APS, working for the Australian Quarantine and Inspection Service (now part of the Department of Agriculture and Water Resources) and the Department of Immigration and Citizenship (now the Department of Home Affairs). Ms Mosby is currently employed as the Senior Housing Officer for the Torres Strait Island Regional Council.

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

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

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

**MR AVEN S NOAH**  
**MEMBER FOR MER**



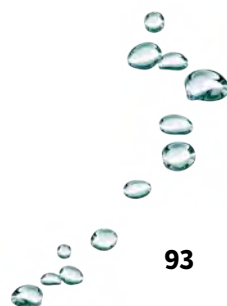
In June 2016 Mr Aven S Noah was elected to the TSRA Board for the second time. He was the Deputy Chairperson and Portfolio Member for Culture, Arts and Heritage in 2012-2016.

Mr Noah believes that traditional land and sea rights are paramount to controlling resources, and that 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 will continue to support and contribute to the region's push to achieve 'home rule'.

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

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

Mr Noah is the Land Administration Manager for the Mer Gedkem Le (Torres Strait Islanders) Corporation, and is heavily involved in the development of the Torres Strait Language Strategy through his membership of the Torres Strait Language Reference Group.



**MR YEN LOBAN**  
**MEMBER FOR NGARUPAI AND MURALAG**



In July 2016 Mr Yen Loban was elected to the TSRA Board for a second time. His previous term was 2012-2016. He is a member of the TSRA Audit Committee.

Mr Loban is also the Deputy Mayor of Torres Shire Council.

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

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

**MR FRANK FAUID**  
**MEMBER FOR PORUMA**



In July 2016 Mr Frank Faid was elected to the TSRA Board for the first time.

Mr Faid is the Central Islands Representative on the Torres Strait Islanders Media Association Board

and a member of Porumalgai (Torres Strait Islanders) Corporation.

Mr Faid is currently employed by the Australia Border Force as a border movement officer on Poruma. Mr Faid is a pastor of the Australian Christian Churches (Assemblies of God). He has a Certificate III in Micro Business Operations.

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

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

**MS CHELSEA ANIBA**  
**MEMBER FOR SAIBAI**



In July 2016 Ms Chelsea Aniba was elected to the TSRA Board for the second time. Her previous term was 2012-2016. In September 2016 Ms Aniba was elected as the Portfolio Member for Safe Communities.

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, including eight years in radio broadcasting, and her membership of the Torres Strait Islanders Media Association Committee of Management. She is also a Director of the Saibai Community Development Corporation, which aims to empower 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.

She is pleased to see that the construction of a new seawall on Saibai Island was completed in 2016-2017. Ms Aniba will advocate for the ongoing construction of seawalls 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 creating employment and economic development opportunities for local families in small businesses; helping to keep, restore and revitalise our culture; and strengthening Registered Native Title Bodies Corporate to enable them to progress Native Title issues.

Ms Aniba also works closely with non-government organisations in tackling domestic violence, juvenile justice and mental health issues in communities and will advocate for the best outcomes in those areas.

#### **MR JOSEPH ELU AO** **MEMBER FOR SEISIA**



In July 2016 Mr Joseph Elu was elected to the TSRA Board for the sixth time. His previous terms were 1994-1997, 1997-2000, 2000-2004, 2008-2012 and 2012-2016. Mr Elu was the TSRA Chairperson in 2012-2016.

In September 2016 Mr Elu was elected as the Portfolio Member for Economic Development.

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

In 2017 Mr Elu was appointed Deputy Chairperson of the Indigenous Land Corporation Board. He was the Chairperson of Indigenous

Business Australia (formerly known as the Aboriginal and Torres Strait Islander Commercial Development Corporation) for 12 years.

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

During his career, Mr Elu has been an influential leader in Torres Strait Islander and Aboriginal affairs and Indigenous economic development, and has been instrumental in assisting Indigenous people throughout Australia to develop sustainable economic enterprises.

#### **MR JOHN PAIWAN** **MEMBER FOR ST PAULS**



In July 2016 Mr John Paiwan was elected to the TSRA Board for the first time.

Mr Paiwan has nine years of experience in local government as an employee of the Torres

Strait Island Regional Council. He has a Certificate IV in Occupational Health and Safety and is currently undertaking studies in a Diploma of Leadership and Management.

Mr Paiwan's key concerns are upgrading infrastructure in communities, especially water services; supporting the construction of subdivisions for future development, especially for St Pauls; increasing support for training and employment of local people; and supporting small business and economic development in the region.

He aims to achieve his goals by working in partnership with the Torres Strait Island Regional Council and other service providers and local organisations in the region, and by lobbying government to address and support community concerns.

**MR JOHN ABEDNEGO**  
**MEMBER FOR TRAWQ**



In July 2016 Mr John Abednego was elected to the TSRA Board for the sixth time, as the Member for TRAWQ (communities of Tamwoy, Rose Hill, Aplin, Waiben and Quarantine on Thursday Island). His

previous terms were 1994-1997, 1997-2000, 2000-2004, 2008-2012 and 2012-2016.

Mr Abednego was the Chairperson of the TSRA Board in 1997-2000, Portfolio Member for Legal and Media in 2000-2004, and Portfolio Member for Safe Communities in 2012-2016.

Mr Abednego is a Councillor on the Torres Shire Council, a member of the Parents and Citizens Committee of the Tagai State College Thursday Island Secondary Campus, and President of the TRAWQ Indigenous Corporation. He also plays a role in the Anglican Church.

Mr Abednego has a Diploma of Counselling and 20 years of experience in community, organisation and board development; policies and procedures; and government systems. During his career he has been involved in mediation and counselling, court referrals, and social justice interagency networking.

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

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

**MR WILLIE LUI**  
**MEMBER FOR WARRABER**



In July 2016 Mr Willie Lui was elected to the TSRA Board for the third time. His previous terms were 2008-2012 and 2012-2016.

Mr Lui served as Councillor for Warraber Island on

the Torres Strait Island Regional Council in 2008-2012 and 2012-2016.

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

The key areas of concern for Mr Lui are the high cost of living, lack of employment opportunities, and Native Title issues. He will work to see those concerns addressed through effective implementation of the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029* and the TSRA's *Torres Strait Development Plan 2014-2018*.



## 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* (Cth). If it is considered necessary, the TSRA Chairperson may convene other meetings of the TSRA Board to enable the TSRA to carry out its functions.

During 2017-2018, the TSRA Board held four Board meetings as detailed in Table 4-1.

Attendance at Board meetings is outlined in Table 4-2.

**TABLE 4-1  
BOARD MEETING DATES AND APOLOGIES**

Meeting No.	Dates	Apologies	Absent
104	5-7 September 2017	Mr Aven S Noah Ms Hilda Mosby Mr Joseph Elu (Day 3)	Nil
105	29 November – 1 December 2017	Mrs Patricia Yusia (Day 1 – afternoon session, Day 2 and Day 3) Ms Hilda Mosby (Day 2 and Day 3)	Nil
106	14-16 March 2018	Mr Willie Lui (Day 1 and Day 2) Mr John Abednego (Day 2)	Nil
107	13-15 June 2018	Mrs Patricia Yusia (Day 1 – the morning) Mr Jimmy Gela (Day 1 – the morning) Mr Yen Loban (Day 1 – the morning) Mr Eric Peter (Day 2 – joined meeting at 10.10am)	Nil

**TABLE 4-2  
BOARD MEETING ATTENDANCE**

Member	Number of meetings attended	Member	Number of meetings attended
Mr Napau Pedro Stephen	4 of 4	Mr Cygnet Repu	4 of 4
Mr Jerry D Stephen Jr	4 of 4	Ms Hilda Mosby	3 of 4
Mr Eric Peter	3.5 of 4	Mr Aven S Noah	3 of 4
Mr Horace Baira	4 of 4	Mr Yen Loban	3.5 of 4
Mrs Patricia Yusia	3 of 4	Mr Frank Faud	4 of 4
Mr Joel Gaidan	4 of 4	Ms Chelsea Aniba	4 of 4
Mr Jimmy Gela	3.5 of 4	Mr Joseph Elu	3.5 of 4
Mr Seriako Dorante	4 of 4	Mr John Paiwan	4 of 4
Mr Getano Lui Jr	4 of 4	Mr John Abednego	3.5 of 4
Mr David Bosun	4 of 4	Mr Willie Lui	3.5 of 4

## Board Charter and Ethics

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

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

## Board Member Induction

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

## Board Code of Conduct

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

## Board Training and Education

In June 2018, TSRA Board members undertook an intensive two-day Indigenous Governance Programme on Thursday Island. Delivered by the Australian Institute of Company Directors, the programme provided members with professional development in assessing financial statements and organisational performance, as well as understanding their strategic role in the agency and how to engage with and understand the risks of decision-making at the Board level.

All Board members attended the TSRA's Board Strategic Training Workshop in March 2018.

The workshop focused on the TSRA's financial, strategic planning and risk framework.

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

## EXECUTIVE COMMITTEE

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

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

The Executive Committee's objectives are to:

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

## Membership

The 2017-2018 Executive Committee members and their portfolio responsibilities are shown in Table 4-3.

**TABLE 4-3  
MEMBERSHIP OF THE 2017-2018  
EXECUTIVE COMMITTEE**

Member	Role
Mr Napau Pedro Stephen	Chairperson Portfolio Member for Governance and Leadership
Mr Jerry D Stephen	Deputy Chairperson Portfolio Member for Fisheries
Mr Eric Peter	Alternate Deputy Chairperson Portfolio Member for Native Title
Mr Joseph Elu	Portfolio Member for Economic Development
Ms Chelsea Aniba	Portfolio Member for Safe Communities
Ms Hilda Mosby	Portfolio Member for Environmental Management
Mr Cygnet Repu	Portfolio Member for Culture, Arts and Heritage
Mrs Patricia Yusia	Portfolio Member for Healthy Communities

## Meetings

In 2017–2018, the TSRA Executive Committee met four times as shown in Table 4-4.

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

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

Dates	Apologies	Absent
1 September 2017	Nil	Nil
27 November 2017	Nil	Nil
12 March 2018	TSRA Portfolio Member for Environmental Management and Member for Masig	Nil
11 June 2018	TSRA Portfolio Member for Safe Communities and Member for Saibai (attended from 12.30pm)	Nil

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

Member	Number of meetings attended
Mr Napau Pedro Stephen	3 of 3
Mr Jerry D Stephen Jr	3 of 3
Mr Eric Peter	3 of 3
Mr Joseph Elu	3 of 3
Ms Chelsea Aniba	2.5 of 3
Ms Hilda Mosby	2 of 3
Mr Cygnet Repu	3 of 3
Mrs Patricia Yusia	3 of 3

## OTHER CORPORATE AND ADVISORY COMMITTEES

### Programme Steering Committee

The TSRA has in place a Programme Steering Committee (PSC) to monitor the performance of its programmes and operations. The TSRA's programmes manage projects and

ongoing activities contributing to the outcomes outlined in the *Torres Strait Development Plan 2014-2018* and the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*.

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

## Audit Committee

Advisory committees are those committees established under Section 142M of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The TSRA has one advisory committee, the TSRA Audit Committee.

The TSRA is required to have an Audit Committee under section 45 of the *Public Governance, Performance and Accountability Act 2013* (Cth). The TSRA Board is responsible for appointing the Audit Committee to provide independent advice and assistance to the TSRA Board on the risk control and compliance frameworks as well as the TSRA's external accountability responsibilities.

The Audit Committee consists of four members. The Chairperson of the Audit Committee is an independent member from the accountancy firm HLB Mann Judd (previously ShineWing Australia). The Chairperson of the Audit Committee provides technical expertise and experience, and advice on best practice accounting and auditing standards in the public sector. The Chairperson can request special meetings of the TSRA Audit Committee if considered necessary.

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

## MEMBERSHIP

The membership of the Audit Committee during 2017-2018 is shown in Table 4-6.

**TABLE 4-6  
AUDIT COMMITTEE MEMBERS**

Name	Role
Mr Adrian Kelly	Chairperson and Independent Member
Mr Horace Baira	Member for Badu
Mr Yen Loban	Member for Ngarupai and Muralag
Ms Hilda Mosby	Member for Masig

## MEETINGS

The Audit Committee met four times in 2017-2018, as shown in Table 4-7. Attendance at Audit Committee meetings is shown in Table 4-8.

**TABLE 4-7  
AUDIT COMMITTEE MEETING DATES  
AND APOLOGIES**

Dates	Apologies
4 September 2017	Nil
28 November 2017	Nil
13 March 2018	Nil
12 June 2018	Nil

**TABLE 4-8  
ATTENDANCE AT AUDIT COMMITTEE MEETINGS**

Member	Number of meetings attended
Mr Adrian Kelly	4 of 4
Mr Horace Baira	4 of 4
Mr Yen Loban	4 of 4
Ms Hilda Mosby	4 of 4



## Finfish Quota Management Committee

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

The FQMC was established by the Board in 2007 to provide advice on leasing arrangements in the Torres Strait finfish fishery, following the transfer of the fishery to 100 per cent ownership. The Terms of Reference for the FQMC set out the membership to be the four TSRA Board members from the finfish communities (Erub, Masig, Mer and Ugar), an independent TSRA Board member as Chairperson, and one community fisher representative from each of the finfish communities.

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

### MEMBERSHIP

Membership of the FQMC during 2017-2018 is shown in Table 4-9.

### MEETINGS

The FQMC met one time in 2017-2018, as shown in Table 4-10. Members' attendance at FQMC meetings is shown in Table 4-11.

**TABLE 4-9  
FINFISH QUOTA MANAGEMENT  
COMMITTEE MEMBERS**

Name	Role
Mr Yen Loban	Chairperson (TSRA Member for Ngarupai and Muralag)
Mr Jerry D Stephen Jr	TSRA Member for Ugar
Mr Daniel Stephen	Ugar community fisher representative
Mr Aven S Noah	TSRA Member for Mer
Mr John Tabo Jr	Mer community fisher representative
Ms Hilda Mosby	TSRA Member for Masig
Mr John Morris	Masig community fisher representative
Mr Jimmy Gela	TSRA Member for Erub
Mr Daniel Sailor	Erub community fisher representative

**TABLE 4-10  
FINFISH QUOTA MANAGEMENT COMMITTEE  
MEETING DATES AND APOLOGIES**

Dates	Apologies
15-16 February	Ms Hilda Mosby

**TABLE 4-11  
ATTENDANCE AT FINFISH QUOTA  
MANAGEMENT COMMITTEE MEETINGS**

Member	Number of meetings attended
Mr Yen Loban	1 of 1
Mr Jerry D Stephen Jr	1 of 1
Mr Daniel Stephen	1 of 1
Mr Aven S Noah	1 of 1
Mr John Tabo Jr	1 of 1
Ms Hilda Mosby	0 of 1
Mr John Morris	1 of 1
Mr Jimmy Gela	1 of 1
Mr Daniel Sailor	1 of 1

## ENABLING FUNCTIONS

### INFORMATION MANAGEMENT AND TECHNOLOGY

#### Telstra Regional Communications Upgrade

In January 2017, the TSRA partnered with the Department of Agriculture and Water Resources (DAWR) and Telstra on a two-stage project to upgrade telecommunications infrastructure, provide a platform for 4G technology and deliver increased network backhaul capacity for the Torres Strait region. The first stage of the project was costed at \$8.26 million.

In June 2018, Telstra informed the TSRA that the first stage of the project had been completed. The scope of works included improved 3G performance by increased backhaul capacity from all 3G sites to the mainland; a new network build to Erub; new 4G technology at Badu and Kubin Village; and new 4G-ready infrastructure and backhaul capacity at Mabuyag, Ugar, Erub and Mer.

The second phase of the project is valued at \$15.62 million.

The TSRA will continue to work with Telstra and all levels of government to seek the remaining funding to ensure that the telecommunications infrastructure in the Torres Strait region is capable of delivering the technology and innovation needed to deliver multiple socioeconomic, educational, health and community safety outcomes for the island communities and peoples of the Torres Strait region. Other benefits of this improved network infrastructure expansion include, but are not limited to, enhanced biosecurity, agriculture, and marine safety and border protection measures.

#### Information and Communications Technology Projects

The TSRA's information and communications technology (ICT) strategy supports a forward-looking strategic approach to ICT investment and utilisation for the TSRA which is closely aligned with the current APS whole-of-government ICT strategy.

From 2016 to 2019, the TSRA is undertaking a series of projects to improve ICT service delivery and demonstrate value in each of the three priority areas outlined in the overarching APS strategy. The three areas of priority are: deliver better services; improve the efficiency of government services; and engage openly.

The TSRA has been in negotiation with the vendors of its existing finance, human resources, information, content and records management systems to look at the best options for these functions, including possibly moving some services into the cloud, to ensure ongoing ease of access for TSRA staff.



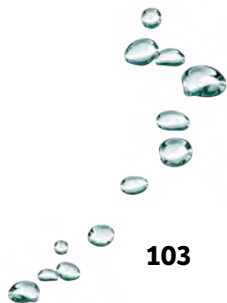
The completed 4G mobile tower at Erub

# ENVIRONMENTAL SUSTAINABILITY

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) requires Australian Government organisations to detail their environmental performance

and contribution to ecologically sustainable development. Table 4-12 provides an overview of the TSRA's environmental activities and operations in relation to section 516A of the Act.

TABLE 4-12 ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE	
Reporting requirement	TSRA response
How the TSRA's activities accord with the principles of ecologically sustainable development	<p>The TSRA has reviewed and published an environmental policy outlining measures to improve its ecological sustainability.</p> <p>During 2017-2018, 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>
Outcomes contributing to ecologically sustainable development	<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"><li>employing Aboriginal and Torres Strait Islander people as trainees, rangers and ranger supervisors</li><li>partnering with Tagai State College in the horticulture in schools programme</li><li>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 developing a regional pest management strategy</li><li>producing biodiversity profiles, fauna surveys and fire management plans for all inhabited Torres Strait islands</li><li>providing technical assistance to improve food production in the Torres Strait through a sustainable horticulture programme</li><li>working with communities for sustainable management of turtles and dugongs</li><li>working with Ergon Energy and other partners to increase the use of renewable energy technologies</li><li>developing and implementing actions to build sustainability and resilience across the region through planning for climate change impacts</li><li>monitoring environmental change across the region.</li></ul>
Environmental impacts of operations	<p>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 2017-2018.</p>



**TABLE 4-12  
ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE (CONT.)**

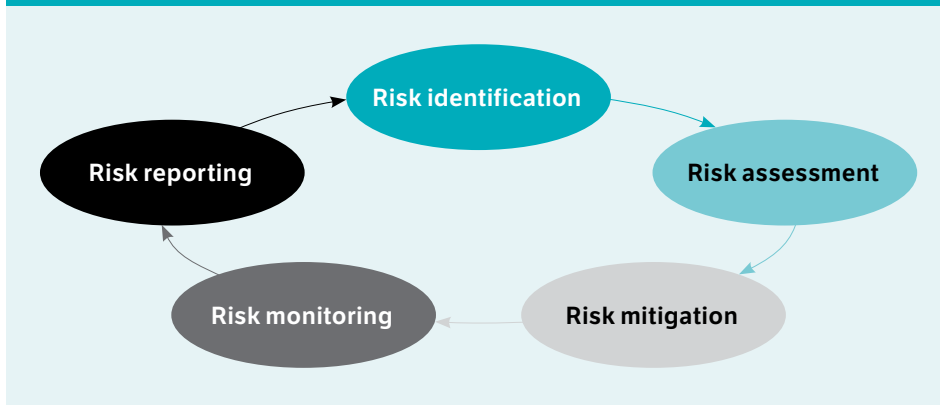
Reporting requirement	TSRA response
Measures taken to minimise environmental impacts	<p>Actions during the 2017-2018 period included:</p> <ul style="list-style-type: none"> <li>continuing the operation of three solar photovoltaic systems on TSRA office sites, resulting in a projected annual energy saving of 140,000 kilowatt hours</li> <li>continuing to require employees, contractors and suppliers to comply with the TSRA's environment policy and environmental management systems by <ul style="list-style-type: none"> <li>implementing conservation measures in the TSRA's offices</li> <li>minimising the environmental impacts through better design and material selection for new staff housing</li> <li>requiring contractors to comply with relevant environmental regulatory requirements and minimum environmental performance requirements</li> <li>managing and reporting environmental incidents</li> </ul> </li> <li>monitoring 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</li> <li>adopting appropriate technologies to reduce travel and reduce the TSRA's dependency on paper-based filing systems, including <ul style="list-style-type: none"> <li>telephone and videoconferencing facilities</li> <li>iPads, to be used at all formal meetings, reducing paper consumption</li> <li>an electronic document and records management system.</li> </ul> </li> </ul>

## 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 maintain risk within an acceptable level.

**FIGURE 4-2  
TORRES STRAIT REGIONAL AUTHORITY RISK MANAGEMENT PROCESS**





## Risk Identification

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

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

Risks are identified via:

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

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

## Risk Appetite

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

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

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

The TSRA:

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

## Risk Mitigation

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

## Risk Monitoring

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

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

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



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 the International Standard AS/NZ ISO 31000 Risk Management – principles and guidelines.

## ACCOUNTABILITY

### External Scrutiny

During 2017-2018, the TSRA, as a corporate Commonwealth entity, was 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 2017-2018 audit was conducted in August 2018. A copy of the independent auditor's report, including the auditor's opinion, is provided as part of the financial statements in Section 5 of this report.

### Fraud Control

The TSRA has implemented a fraud control framework in accordance with section 10 of the *Public Governance, Performance and Accountability Act 2013* (Cth). No incidents of fraud were detected in 2017-2018.

### Internal Audit

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

### Compliance Report

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

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

### Judicial Decisions and Reviews

The TSRA was not affected by judicial decisions or reviews by outside bodies in 2017–2018.

### Indemnities and Insurance Premiums for Officers

The TSRA indemnifies current and former directors and staff members against liability or costs incurred in connection with any claim brought against them as a result of, or in connection with, their appointment to any office or position in the TSRA. The TSRA holds directors' and officers' liability insurance cover through Comcover, the Australian Government's self-managed fund. The TSRA has an annual insurance renewal process, and reviewed its insurance coverage in 2017-2018 to ensure that it remained appropriate for its operations.

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

The cost of directors' and officers' indemnity insurance for 2017-2018 was \$7,899.37.

### Directors' Interests Policy

In accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) and the Public Governance, Performance and Accountability Rule 2014 (Cth), the TSRA Board has a policy and process to manage all direct and indirect conflicts of interest, including a register of all directors' pecuniary interests and a requirement that directors make a formal declaration of their interests at each TSRA Board meeting. The declarations are recorded in the minutes of the meeting. The pecuniary interest process applies to all 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, Queensland. A small TSRA office in Cairns is used to increase the TSRA's capacity to attract people with skills and experience not available in the Torres Strait.

The TSRA has a workforce strategy that complements the *Torres Strait Development Plan 2014-2018* and sets the strategic direction for supporting and developing the TSRA's workforce.

### Workplace Agreement

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

The salary ranges for staff covered under the current Enterprise Agreement range from \$43,604 for an APS level 1 staff member to \$138,118 for an EL2 staff member.

### Payroll and Leave Records

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

### Learning and Development

The TSRA's employees attended internal and external learning and development courses throughout 2017-2018. This included programme and project management training, career development training, cultural awareness training, fraud awareness training, accredited relevant university studies and various other courses.

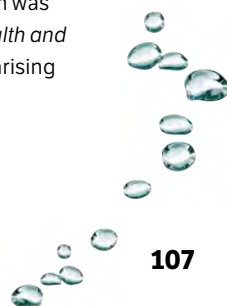
As part of their induction, all new TSRA employees complete the Australian Public Service Commission's online induction programme. In addition, all TSRA employees who are required to travel as part of their role complete helicopter underwater escape training.

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

### Work Health and Safety

The TSRA fulfilled its responsibilities under the *Work Health and Safety Act 2011* (Cth) in 2017-2018.

The TSRA has a Work Health and Safety Management System. One notification was made to Comcare under the *Work Health and Safety Act 2011* (Cth) during the year, arising from undertakings by the TSRA.



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

The TSRA's work health and safety consultative arrangements were reviewed during 2017-2018, resulting in improved consultative processes.

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

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

The TSRA also has in place a 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 (ACN 152 509 37) to provide Employee Assistance Programme services to employees where required.

## Workplace Diversity

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

**THE TSRA IS COMMITTED TO SUPPORTING A CULTURE OF EQUITY, INCLUSION AND DIVERSITY, AND TO ENSURING THAT THE TSRA WORKFORCE IS REPRESENTATIVE OF THE BROADER COMMUNITY.**

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

## Workplace Consultative Arrangements

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

## Staffing Profile

Tables 4-13 and 4-14 provide information on the TSRA's employee numbers and classifications as at 30 June 2018.



**TABLE 4-13  
STAFF PROFILE AT 30 JUNE 2018  
BY CLASSIFICATION**

Classification	Number of staff
Senior Executive Service or equivalent	2
Executive Level 2	6
Executive Level 1	22
Australian Public Service (APS) 6	25
APS 5	30
APS 4	12
APS 3	24
APS 2	23
APS 1	17
Trainee	1
<b>Total</b>	<b>162</b>

## OTHER REPORTABLE MATTERS

### Freedom of Information

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

### Property Management

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

**TABLE 4-14  
STAFF PROFILE AT 30 JUNE 2018 BY EQUAL EMPLOYMENT OPPORTUNITY GROUP**

Classification	Male	Female	Torres Strait Islander or Aboriginal	People with disability
Senior Executive Service or equivalent	2	0	2	0
Executive Level 2	3	3	1	0
Executive Level 1	12	10	4	0
Australian Public Service (APS) 6	13	12	14	1
APS 5	9	21	25	0
APS 4	2	10	12	0
APS 3	13	11	23	0
APS 2	13	10	23	0
APS 1	15	2	17	0
Trainee	0	1	1	0
<b>Total</b>	<b>82</b>	<b>80</b>	<b>122</b>	<b>1</b>

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

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

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

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

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

A major project approved by the Parliamentary Standing Committee on Public Works, for an 18-dwelling residential development on Clark Street, Thursday Island, was completed in 2016-2017. The construction of this housing has reduced the TSRA's reliance on rental accommodation and will provide longer-term financial benefits for the TSRA.

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

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

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

The TSRA is also looking to provide opportunities for other government agencies and non-government organisations to lease office spaces within these facilities.

### Disclosure of Sacred Matters

In accordance with section 144ZB(4) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA Annual Report 2017-2018 does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal people.

