



Torres Strait
Regional Authority

**ANNUAL REPORT
2015-2016**

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 2016 and we offer our apologies for any distress caused if this occurs.

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This document must be attributed as the *Torres Strait Regional Authority Annual Report 2015-2016*.

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Vision

“ EMPOWERING OUR PEOPLE, IN OUR DECISION,
IN OUR CULTURE, FOR OUR FUTURE ”

KALA LAGAU YA

NGALPUN YANGU KAABA WOYEDHAY, 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 WAGEL

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

IAMA ISLAND

MABUIAG 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



UGAR ISLAND

ERUB ISLAND

MASIG ISLAND

PORUMA ISLAND

MER ISLAND

Torres Strait Region

FIGURE P-1

Map of the Torres Strait region



MINISTER FOR INDIGENOUS AFFAIRS SENATOR THE HON NIGEL SCULLION AT THE ERUB ARTS CENTRE WITH PROMINENT ERUB ARTIST JIMMY THAIDAY.

Highlights and Achievements

GAB TITUI CULTURAL CENTRE UPGRADE

The TSRA conducted renovations to the Gab Titui Cultural Centre to improve the centre's commercial viability and its ability to promote the art and culture of the Torres Strait. Works conducted in the reporting period included improving staff facilities and work spaces, upgrading the Café facility, increasing storage for conservation of the Gab Titui Cultural Centre collections, and including a quarantine space to receive works from outer Torres Strait Islands that fall within the region's special quarantine zone. Improvements were also made to the preparation areas that support exhibitions. A new logo for the Gab Titui Cultural Centre was also developed. With these upgrades, the centre will be able to better support local artists, exhibitions and other events to showcase the unique culture of our region.

“ WITH THESE UPGRADES, THE CENTRE WILL BE ABLE TO BETTER SUPPORT LOCAL ARTISTS, EXHIBITIONS AND OTHER EVENTS TO SHOWCASE THE UNIQUE CULTURE OF OUR REGION. ”

MAJOR INFRASTRUCTURE PROGRAMME

Since its inception, the Major Infrastructure Programme (MIP) has supported improved health outcomes through the delivery of adequate water supplies and treatment, reticulated sewerage systems, subdivision development, roads, and storm water and waste management. The current MIP 5 is due for completion in December 2016 and the TSRA is in the process of working with its Australian Government and Queensland Government counterparts to secure funding for MIP 6 for projects in 2016-2020.

TORRES STRAIT SEAWALLS

Rising sea levels and coastal inundation have been an issue for a number of years, placing communities and critical infrastructure under significant risk. In the previous reporting period, the Australian and Queensland governments provided a joint funding commitment of \$26.2 million for coastal protection works in six communities. The communities of Saibai and Boigu both require seawalls, and additional protection works are required at Iama, Masig, Poruma and Warraber to protect those communities against coastal erosion. Construction of the Saibai seawall commenced in the reporting period and is due for completion in December 2016. The Boigu seawall is scheduled for construction once Saibai has been completed.

FISHERIES – TOWARDS 100 PER CENT OWNERSHIP

The Protected Zone Joint Authority has released an exposure draft of a management plan for the region's tropical rock lobster fishery. The TSRA is seeking to link this management plan to the roadmap towards 100 per cent ownership of the fishery by ensuring that Traditional Owners are offered the first right of refusal to purchase tradeable quota which is owned by the non-Indigenous sector of the fishery.

The TSRA has engaged the Australian Bureau of Agricultural and Resource Economics and Sciences to provide an update of the value of the region's tropical rock lobster fishery in order to evaluate licences that may be offered for purchase.

ADDRESSING THE GENDER IMBALANCE

While there has been some improvement in achieving balanced gender representation on elected bodies, the Torres Strait is still behind other Indigenous regions in terms of Indigenous female representation in leadership or director roles. The TSRA continues to work to address the imbalance and since the introduction of the Torres Strait Women's Leadership Programme in 2014-2015, 11 Indigenous women from the Torres Strait region have successfully completed the course. Three of those graduates nominated as candidates in the 2016 TSRA elections. Further details on this achievement can be found in the case study on page 55.

TORRES STRAIT RANGERS WORKING ON COUNTRY

The TSRA employs over 45 full-time Indigenous Rangers in 14 outer island Torres Strait communities with funding under the Australian Government's Working on Country programme. The Torres Strait Ranger Programme is one of the largest and most successful programmes nationally. Each ranger group is responsible for implementing activities under a Working on Country plan that is developed in consultation with Registered Native Title Bodies Corporate (RNTBCs) on each island. These plans are aligned with community and Traditional Owner priorities, as well as regional land and sea management priorities identified in the revised *Land and Sea Management Strategy for Torres Strait 2016-2036*.

Rangers carry out land-based and sea-based cultural and natural resource management activities, including monitoring and surveillance, marine debris management, dugong and turtle management, community engagement, revegetation, pest and weed control and other on-ground activities, through a partnership approach with other government agencies, local governments and research organisations. The TSRA has secured \$42 million over a five-year period to continue delivering the Ranger Programme until 30 June 2018. In the lead-up to June 2018, TSRA is exploring opportunities for ongoing investment and collaboration in this important initiative.

“ THE TORRES STRAIT RANGER PROGRAMME IS ONE OF THE LARGEST AND MOST SUCCESSFUL PROGRAMMES NATIONALLY. ”

CLIMATE CHANGE ADAPTATION

The TSRA is in the process of finalising the Torres Strait Regional Adaptation and Resilience Plan 2016-2021 for the Torres Strait. The Regional Adaptation and Resilience Plan will support Torres Strait organisations and communities to better understand, prepare for and respond to the likely impacts of climate change across the region. The plan was informed by a series of workshops involving regional leaders, government agencies, local governments, community members and leading experts on climate change, adaptation and resilience. The Regional Adaptation and Resilience Plan is complemented by local-level community adaptation plans under development with several participating communities.

COMMUNITY DEVELOPMENT PROGRAMME

The Torres Strait Regional Authority is the agreement manager for the Community Development Programme (CDP) in the Torres Strait (Region 59). It is the only region not managed by the Department of the Prime Minister and Cabinet. In 2015-2016, 350 CDP participants moved from welfare into employment. Of these, 214 participants met employment outcome milestones:

- ✦ 13-week outcome – 149 participants
- ✦ 26-week outcome – 65 participants.

In addition to CDP, the TSRA also supports a number of other employment and training projects in the region, including the Torres Strait Maritime Pathways Project, the Growing Our Own project, and the renovation of the Thursday Island Boat Club. See page 34 for further details.

REGIONAL ECONOMIC INVESTMENT STRATEGY

The third in a series of three economic development summits was held on Thursday Island in October 2015. Presenters from a wide variety of Indigenous businesses from across Australia shared insights with participants about the challenges and successes of owning and operating a business. Feedback from the summit series, as well as extensive research, consultation and analysis, informed the development of the TSRA Regional Economic Investment Strategy (REIS), which was approved by the TSRA Board in September 2015. The REIS enables the TSRA to be proactive in identifying and approaching individuals, or organisations with strong prospects, to establish or grow existing businesses.

PATHWAYS TO EMPLOYMENT

In 2015, the TSRA, in partnership with Tagai State College, TAFE North Queensland and the CDP provider My Pathway, launched the Growing Our Own project. The project offered the opportunity for 13 Year 12 students participating in the marine studies stream to undertake a coxswain course in the final weeks of the school year. All students successfully completed the training and are now qualified to operate a commercial vessel up to 12 metres. This qualification is highly regarded by employers in the marine industry and helps students to transition from school into jobs.

REVISED LAND AND SEA MANAGEMENT STRATEGY FOR TORRES STRAIT

In 2015-2016, the TSRA coordinated a participatory planning process that culminated in the TSRA Board endorsing the revised *Land and Sea Management Strategy for Torres Strait 2016-2036*. The strategy provides a guiding framework to support sustainable Indigenous community-based management of the unique natural and cultural values of the region. The strategy was developed through a partnership with the Torres Strait's Sea and Land Council, the Gur A Baradharaw Kod (GBK), and was endorsed by the GBK and TSRA boards. The strategy includes the first-ever regional state of the environment report card for the Torres Strait and island profiles for each inhabited island. The case study on page 47 provides further information about the revised strategy.

INTEGRATED SERVICE DELIVERY

The TSRA continued to work in partnership with Australian, Queensland and local government agencies as well as non-government organisations to deliver against the service and infrastructure shortfalls identified in the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029* and Integrated Service Delivery (ISD) community booklets. The TSRA updated 13 of the ISD community booklets in 2015-2016 to reflect the progress made in reducing the number of infrastructure and service shortfalls. Detailed statistics on progress against 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, portfolio members and other Board members participated in 36 meetings with government ministers and senior departmental officials. These meetings are important to ensure that matters of relevance and priority issues affecting Torres Strait Islander and Aboriginal people in the region are being taken into account in the development of new policies and services. Details on some of these meetings are described in Section 1 of this report in the Chairperson's message.

NATIVE TITLE

The Torres Strait Regional Authority in its role as the Native Title Representative Body continued to support Registered Native Title Bodies Corporate to build their capacity to manage their affairs and has two Native Title determinations in progress. The TSRA was reappointed as the region's Native Title Representative Body by the Minister for Indigenous Affairs in the reporting period.

Opportunities and Challenges

OPPORTUNITIES

Improving Telecommunication Services in the Torres Strait

The TSRA in partnership with Telstra continued to lobby for a financial commitment of \$8.6 million for the regional telecommunications upgrade project. A feasibility study was conducted by Telstra as part of the project and the total upgrade will cost \$25.44 million. Both the TSRA and Telstra have committed funds totalling \$16.8 million and will continue to lobby the Australian and Queensland governments for the shortfall in the coming financial year.

Land Tenure for Social Housing and Home Ownership

Securing land tenure for infrastructure development is both an opportunity and a challenge. Land tenure is secured through negotiated Indigenous Land Use Agreements (ILUAs) to enable the Queensland Government to deliver social housing in communities. 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. Home ownership opportunities are available; however, they can be realised only when land tenure arrangements are resolved.

Outlook for Torres Strait Fisheries

The TSRA completed two reports in 2015-2016. An action plan for the region's finfish fishery is currently being implemented. This plan will also guide the TSRA Board in its decision-making for the disbursement of finfish leasing revenue. The second, a management framework for all the region's fisheries, will be evaluated by the incoming TSRA Board during the first year of its term. The Torres Strait Maritime Pathways Project delivered through the Economic Development Programme provides opportunities for Torres Strait Islander and Aboriginal people in the region to gain entry into commercial fishing operations. More information on the Torres Strait Maritime Pathways Project is detailed in Section 2 of this report.

“ THE TORRES STRAIT MARITIME PATHWAYS PROJECT DELIVERED THROUGH THE ECONOMIC DEVELOPMENT PROGRAMME PROVIDES OPPORTUNITIES FOR TORRES STRAIT ISLANDER AND ABORIGINAL PEOPLE IN THE REGION TO GAIN ENTRY INTO COMMERCIAL FISHING OPERATIONS. ”

Turtle and Dugong Management Plans

There are 14 community-based turtle and dugong management plans throughout the region. The plans are owned by individual communities and are based on cultural protocols. TSRA rangers have an obligation to carry out the plans. Sections of the plans outline penalties and a permit system, but one of the challenges in implementing the plans is that rangers do not have legislative or compliance powers to issue permits or penalties. The TSRA will continue to work with the Australian Government and relevant authorities to develop options for compliance powers for TSRA rangers.

CHALLENGES

Geography

The geography of the Torres Strait area presents many challenges and influences the delivery of services to the region. The cost of delivering services and infrastructure to the Torres Strait area is significantly higher than in most other areas in Australia due to the high costs involved in air and sea travel as well as freight.

Land Tenure

The complex land tenure arrangements in the region present significant challenges for investment and growth in the region. The region has a combination of freehold, Torres Strait freehold, Native Title, Deed of Grant in Trust, and Katter Leases. Some businesses and individuals hold leases under a range of legislative instruments. Few businesses or individuals are able to use land as security for borrowing. The lack of tenure and its impact on access to loan or investment funds is an impediment to economic growth.

Air Travel Costs

The high cost of travel to the region is an impediment to the growth of tourism as an industry. Since the deregulation of the Cairns – Horn Island air route in 2015, the region now has two operators providing services on this route. Subsidised airfares are available only for local residents, which means costs still remain high for non-residents and visitors to the region.

Collecting Valid Fisheries Data

Catch reporting is still optional for Torres Strait Islander and Aboriginal people who fish commercially using the Traditional Inhabitant Boat (TIB) licences. Therefore the issue of incomplete or under-reporting remains a barrier to accurately estimating the total catch from the region. The TSRA is working with the Protected Zone Joint Authority to bring about a change in reporting through the introduction of fish receiver licences. This change will enable the Australian Fisheries Management Authority to gather the TIB catch data at the first point of sale.

Freight and Road Infrastructure

All freight into the Torres Strait arrives by either sea or air from Cairns. The Peninsula Developmental Road which runs from Cairns to Bamaga and Seisia cannot be used as a freight corridor at the moment. An all-weather road link between Cairns and Cape York would provide an alternative freight route, which would significantly reduce the cost of freight and open up the region for tourism and investment.

Regional Governance

The TSRA continued to work with the three local government bodies to progress the region's aspirations for a governance model that would provide greater autonomy. Discussions are ongoing to develop a suitable model of governance for the region that will achieve the community's aspirations and also facilitate the effective and efficient delivery of government services.



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Letter of Transmittal



2 September 2016

Minister for Indigenous Affairs
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present you with the Torres Strait Regional Authority (TSRA) Annual Report for 2015-2016.

The TSRA Annual Report has been prepared in accordance with Section 144ZB of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) and Section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth).

The TSRA's Annual Performance Statements, Performance against our Portfolio Budget Statements, Financial Statements and Auditor-General's Report on the Financial Statements are included in the Annual Report as required under Sections 42, 43 and 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth) and the Finance Minister's Orders. In accordance with Section 10 of the *Public Governance, Performance and Accountability Act 2013* (Cth) the TSRA has fully complied with the requirement to prevent, detect and deal with fraud.

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 98 held on 15 June 2016.

The TSRA has delivered outcomes as outlined in the *Torres Strait Development Plan 2014-2018* during the past year and continues to meet the objects of the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*. This, together with our Development Plan, has shaped the TSRA's programmes to contribute towards closing the gap in disadvantage between Indigenous and non-Indigenous Australians living in the region. I consider that the TSRA has met the Minister for Indigenous Affairs' Statement of Expectations of 9 April 2014. The TSRA programmes remain aligned to the Australian Government's Indigenous Advancement Strategy.

The coming year will bring challenges and the TSRA looks forward to building on our many successes over the past 22 years.

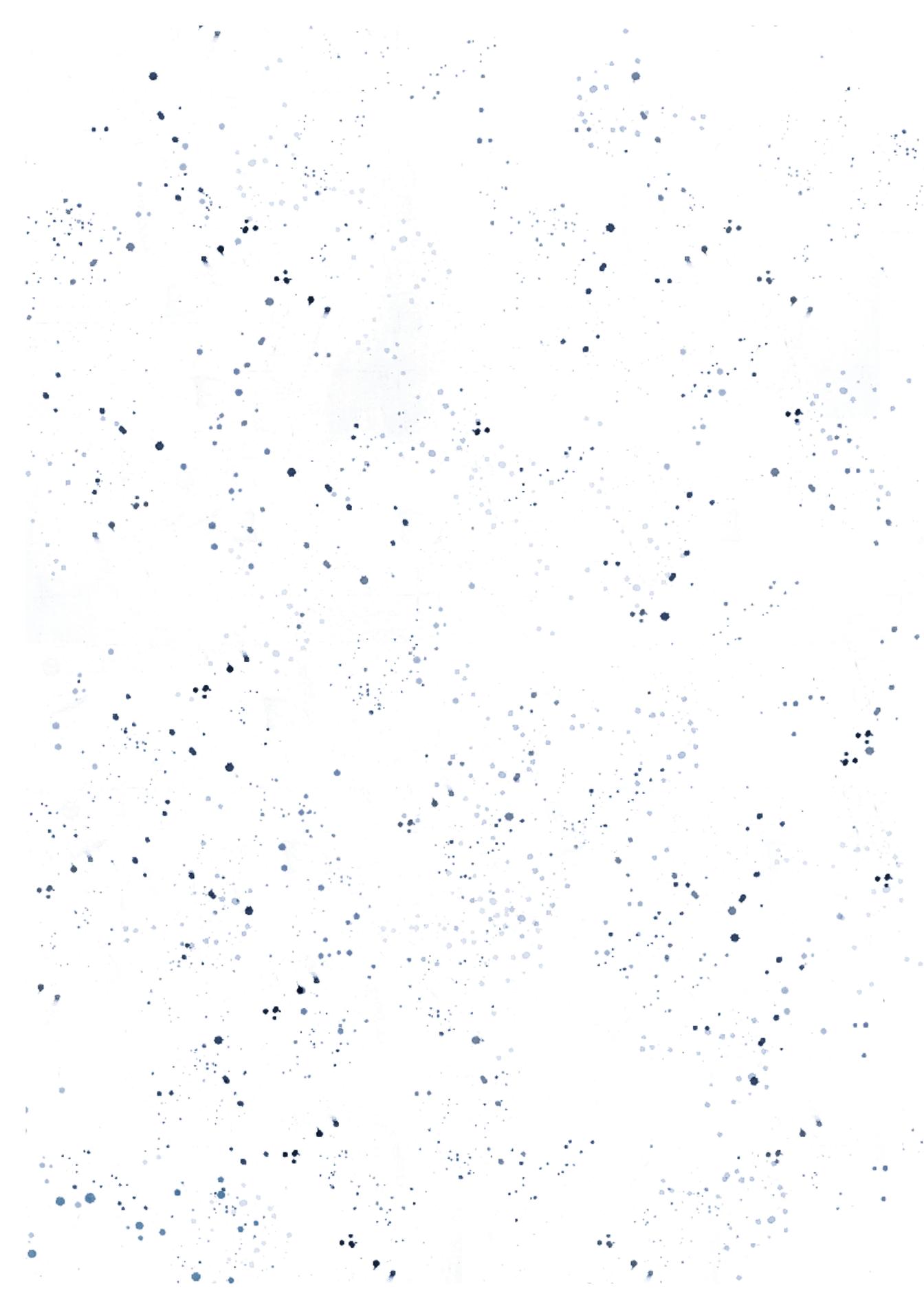
Yours sincerely

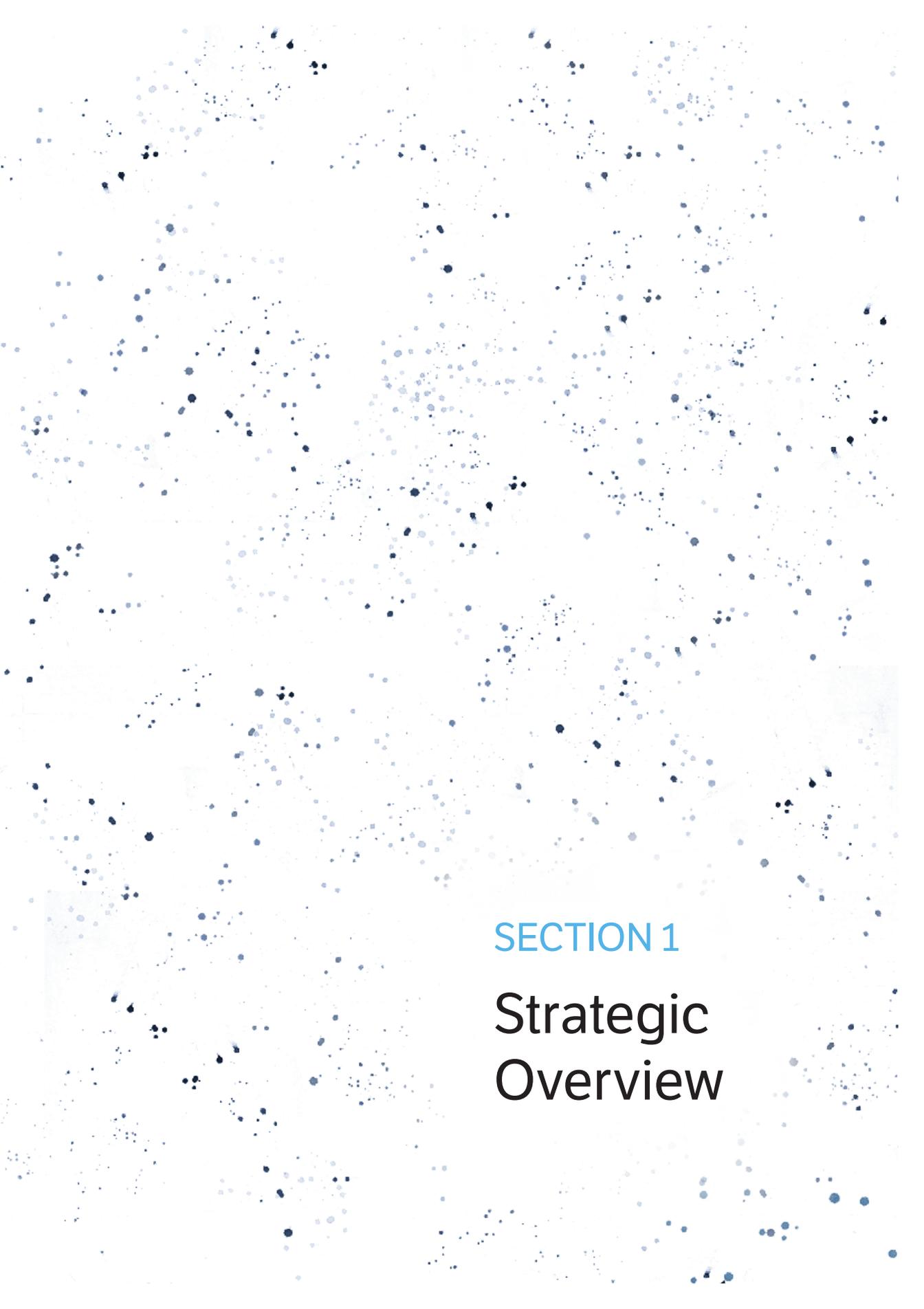
Mr Joseph Elu, AO
Chairperson
Torres Strait Regional Authority

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SECTION 1

Strategic
Overview



ERUB FINFISH FISHERMAN AT WORK – THE INTRODUCTION OF A TARGETED REGIONAL ECONOMIC INVESTMENT STRATEGY WILL OPEN UP MORE SUPPORT AND DEVELOPMENT INITIATIVES FOR TORRES STRAIT ISLANDER AND ABORIGINAL FISHERS IN THE REGION.

Chairperson's Message



I am pleased to present the Torres Strait Regional Authority's 2015-2016 Annual Report, marking our performance at the end of our twenty-second year of operation.

COMMUNITY ENGAGEMENT

The Chief Executive Officer and I have been working on a two-year community engagement cycle and completed our first round of community engagement in the 2015-2016 reporting period. The next round of our community engagement cycle will commence in the coming financial year. Engaging our communities has been invaluable for me and the Chief Executive Officer and provides community members with an opportunity to raise community or regional issues directly with the TSRA Executive.

Officer-level engagement with TSRA clients and local community groups continued throughout the reporting period and I thank those communities, members, councillors, Prescribed Bodies Corporate and key community groups for their continued support.

TSRA BOARD STRATEGIC WORKSHOP

The TSRA Board held its strategic planning workshop over three days in November 2015. The workshop covered various themes, including financial planning and funding proposal processes and ideas for 2017-2018 and beyond. The members reviewed the TSRA's programme structure under the Torres Strait Development Plan and its alignment to the Indigenous Advancement Strategy. As part of the workshop, the role of the Executive Committee was also reviewed. Other key discussion areas included the TSRA's progress in meeting the Minister for Indigenous Affairs' Statement of Expectations and TSRA's delivery against its Statement of Intent to the Minister. A number of key priority areas were identified for consideration for future projects.

NEW APPROACH TO ECONOMIC DEVELOPMENT

I am pleased to report that the TSRA finalised and launched its new Regional Economic Investment Strategy (REIS). The REIS represents a new approach for the TSRA to help facilitate commercially viable business opportunities in the region. The strategy includes the TSRA's existing suite of business support products and services to help establish or grow existing businesses, products and services administered by external organisations, as well as a range of new packages for identified industries. The REIS focuses its business assistance services on opportunities within the three key regional industries of fisheries; culture, art and creative industries; and tourism. With fisheries being one of the region's main industries, it will be the first industry targeted under the new REIS. I look forward to seeing the outcomes and achievements this new programme will bring in the coming years.



DIANNE LUI, RACHAEL PILOT AND RACY OUI PITT FROM ERUB ARTS CENTRE AT THE GAB TITUI INDIGENOUS ARTS AWARDS.

NATIVE TITLE

In the reporting period, the TSRA worked with and supported the region's Sea and Land Council, the Gur A Baradharaw Kod (GBK), to increase its capacity so it can be in a position to nominate for the Native Title Representative Body (NTRB) function for the region. While there has been some progress made by GBK, there was a risk that the region would be without an NTRB once the previous term which was held by the TSRA expired. To eliminate this risk, the TSRA accepted an invitation from the Minister for Indigenous Affairs for the TSRA to reapply for the NTRB function. In February 2016, the Minister for Indigenous Affairs formally appointed the TSRA as the region's NTRB for a period of two years from 2016 to 2018. During the two-year period, the TSRA will continue to provide services and support under the *Native Title Act 1993* to Traditional Owner groups and at the same time continue to work with GBK to build its capacity so it is in a position to nominate for the NTRB function in the near future.

OUR COMMITMENT TO MAINTAIN CULTURE

Since the inaugural Torres Strait Language Symposium in March 2015, the Torres Strait Language Reference Group has developed the Torres Strait Traditional Languages Plan 2016-2017 and the Torres Strait Languages Charter. The Reference Group is now in the process of establishing a service agreement with the TSRA and Tagai State College and working towards setting up a language centre in the region. The Reference Group will publicly launch the plan and charter in 2016. This is a significant development for the region and its efforts to preserve and maintain our traditional languages. I wish to thank the Language Reference Group members, cultural advisors, elders and all stakeholders who have contributed to this important work.



FORMER AUSTRALIAN PRIME MINISTER THE HON TONY ABBOTT BEING WELCOMED TO MER ISLAND BY THE TSRA MEMBER FOR MER AND HIS COMMUNITY.

The TSRA continued to contribute to the preservation of music and dance by providing grant funding and direct support to local artists and cultural practitioners to produce and showcase arts and culture from the region. During the reporting period, the TSRA was proud to support and be part of the opening of the Auwa Kidai Memorial Recording Studio at the Torres Strait Islanders Media Association (TSIMA). The recording studio is a state-of-the-art facility that will not only provide opportunities for local musicians, but also enable cultural and language practitioners to record, share and preserve traditional languages, stories and other cultural and heritage information. I congratulate the TSIMA Board on this achievement.

TORRES STRAIT TREATY CYCLE MEETINGS

The TSRA attended the Torres Strait Treaty Cycle Meetings, hosted by the Department of Foreign Affairs and Trade in Port Moresby, Papua New Guinea in October 2015. The series of meetings included the Traditional Inhabitants Meeting, the Joint Advisory Council, the Environmental Management Committee and the Health Issues Committee. The Treaty Cycle Meetings are bilateral with Papua New Guinea and involve Traditional Owner representatives from the Western Province villages who are part of the Torres Strait Treaty. A range of cross-border issues were discussed, including health, invasive species management, climate change, turtle and dugong management and fisheries, to name a few.

OFFICIAL VISITS

The TSRA welcomed the former Prime Minister of Australia, the Hon Tony Abbott MP, to the Torres Strait in August 2015. Mr Abbott was accompanied by the Minister for Indigenous Affairs, Senator the Hon Nigel Scullion, the Attorney-General, Senator the Hon George Brandis QC, and six senior members of the former ministry. Mr Abbott visited Thursday Island, Mer Island and communities of the Northern Peninsula Area Regional Council, where he participated in a number of community events and deputations with key community leaders. Other visiting ministers travelled to the islands of Saibai, Masig, Badu and Moa. A milestone of the visit was Mr Abbott becoming the first Australian Prime Minister to visit the gravesite of the late Mr Eddie Mabo on Mer Island.

The Minister for Indigenous Affairs visited the region again in February 2016. As part of that visit, the Minister travelled to Saibai Island for the official opening of the Saibai Mekem Garden before travelling to Mer Island. On Mer the Minister met with the Prescribed Body Corporate, community leaders and the Mer Women's Group, as well as catching up with Mer graduates of the TSRA's Torres Strait Women's Leadership Programme.

LEADERSHIP CAPACITY-BUILDING

The TSRA continued to work in partnership with the Australian Rural Leadership Foundation in delivering leadership capacity-building initiatives for Torres Strait Islander and Aboriginal people in the region. In the reporting period, there was a particular focus on developing leadership capacity in women and youth, and I am pleased to see a number of our graduates from these programmes progressing further in their career paths and that one graduate nominated as a candidate in the recent TSRA and local government elections. Further details of TSRA's leadership development initiatives, including a case study, can be found in the Governance and Leadership Programme report in Section 2.

ACKNOWLEDGEMENTS

In closing, I express my appreciation and thanks to the Minister for Indigenous Affairs, the TSRA Board members, the TSRA's Chief Executive Officer, 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 and the TSRA administration in the delivery of our services.



Joseph Elu, AO
Chairperson

Chief Executive Officer's Message



DELIVERING OUTCOMES

The TSRA has continued to progress and implement policies and projects to achieve outcomes as identified in the *Torres Strait Development Plan 2014-2018*. It has been a busy 2015-2016, with two new major initiatives launched, preparations for the TSRA 2016 Board elections, and the introduction of a new grant management system.

COMMUNITY ENGAGEMENT

The TSRA Chairperson and I completed visits to all but two communities as part of our two-year engagement programme. A new engagement programme is being developed for the coming financial year and part of those visits will focus on updating the communities with progress made on issues raised during our first round of visits. At the operational level, TSRA programme areas conducted regular targeted visits to various communities to work with clients and review the on-ground status of TSRA projects and initiatives.

NEW GRANT MANAGEMENT SYSTEM

The TSRA completed a transition to a new grant management system to improve and streamline its grant management. The TSRA had been using a system supplied by the then Department of Families, Community Services and Indigenous Affairs (now the Department of Social Services) since 2008. That system was phased out in the reporting period and the TSRA purchased its own system, Smarty Grants. All client and activity information and data from the old grant management system was successfully transferred into the new Smarty Grants. The process included a full audit of the transition of data, to ensure its accuracy and integrity. The first TSRA common funding round for 2016-2017 will be processed through the new grant management system.

ECONOMIC DEVELOPMENT

The TSRA launched its new Regional Economic Investment Strategy (REIS) in the reporting period. The REIS is a major improvement to the way the TSRA supports new and existing businesses and is a 'one-stop shop' for all business support and development initiatives that are available to the region. One of the many improvements is the TSRA maintaining a broker role for access to external business support and development programmes. This makes it easier for people to tap into these external opportunities without having to navigate through different points of contacts and/or departments. They will have one local point of contact for all their business support and development needs. I take this opportunity to thank the TSRA team and the key local stakeholders who developed the new strategy. I am keen to see the benefits it will bring to business development in our region.





TROPICAL ROCK LOBSTER FISHERS FROM WARRABER.

LANGUAGE STRATEGY

There has been some significant progress made by the Torres Strait Language Reference Group in developing this important initiative. In the reporting period, the Reference Group developed the Torres Strait Traditional Languages Plan 2016-2017 and the Torres Strait Languages Charter, which will be launched in late 2016. The coming financial year will be a busy one for the Language Reference Group as it works towards finalising an agreement with the local Tagai State College and looks at establishing a language centre for the region.

RANGER ACTIVITIES

The TSRA has secured \$42 million from the Australian Government under the Working on Country initiative to deliver the Torres Strait Ranger Programme through to 30 June 2018. TSRA rangers have continued their activities, which include invasive species management, marine debris management, coral monitoring, dugong and turtle management, revegetation, and pest and weed control. In the reporting period, the TSRA was proud to be part of the blessing and commissioning of a new ranger boat for Mer Island. This brings the total of ranger boats operating in our region to seven. The rangers play a vital role in monitoring and protecting our land and sea country, and I take this opportunity to acknowledge the ranger team for their ongoing commitment to protecting their communities and the Torres Strait region.

WORKPLACE HEALTH AND SAFETY

In the reporting period the TSRA continued to maintain and meet its obligations under the *Work Health and Safety Act 2011*. The TSRA has in place an active Work Health and Safety Committee with representation from across all of the TSRA's designated work groups. In 2015-2016, there were two reportable incidents, both of which were reported to Comcare in line with reporting requirements. More details on workplace health and safety can be found in Section 4 of this report.



TSRA MEMBER FOR DAUAN, TSRA CHAIRPERSON AND TSRA CHIEF EXECUTIVE OFFICER CONDUCTING COMMUNITY CONSULTATIONS WITH THE DAUAN COMMUNITY.

ORGANISATIONAL LEADERSHIP

During the reporting period, I held a number of workshops with the senior leadership group within the TSRA administration to look at refining our organisational culture to create an environment that supports the growth and development of all staff within the organisation. One of the aims of this initiative is to maximise staff potential and support them with their career development in a safe, open and honest work environment. The initiative is still in the development stage and further discussions and workshops will be held in the coming financial year to finalise and implement the initiative in our day-to-day operations.

OUR WORKFORCE

At a Glance. The TSRA workforce has grown from 147 to 152 since the previous reporting period. Of this number, 112 are Torres Strait Islander and Aboriginal people. The TSRA's rate of 71 per cent Indigenous employment, one of the highest reached by any government entity, is an achievement. The TSRA also maintains a good gender balance, with 79 males and 73 females in its workforce.

Opportunities. The TSRA provides numerous internal opportunities for the development of Torres Strait Islander and Aboriginal staff to increase their capacity and skills so they can confidently apply for higher level positions in the TSRA. The TSRA also provides external opportunities and support for local community members through our leadership capacity-building initiatives and our Assistance with Tertiary Education Scheme, which targets university students from the region. These initiatives are designed to assist our people build their capacity and skills, including obtaining formal qualifications that they can use in the local or mainstream employment market.

OUTLOOK

Financial. The TSRA will maintain the existing programmes and service levels in the region in the coming financial year, with our budget for 2016-2017 again providing opportunities for innovative approaches to achieving the TSRA's vision and goals.

Board Direction. The TSRA will be inducting a new Board in early 2016-2017 after the TSRA elections are held in July 2016. The first item of business for the new Board will be the election of its office holders, where a new Chairperson, Deputy Chairperson and Alternate Deputy Chairperson will be elected. Another key item of business for the new Board during its term will be the development of a new Torres Strait Development Plan. The current *Torres Strait Development Plan 2014-2018* will expire in 2018 and it will be the new Board's role to review the current plan and develop a new plan for 2018-2022. I look forward to working with the new Chairperson and Board on this.

Communications. The TSRA will continue to work with Telstra and key Australian Government departments to secure the required commitment for better telecommunications infrastructure to support and improve regional communication.

ACKNOWLEDGEMENTS

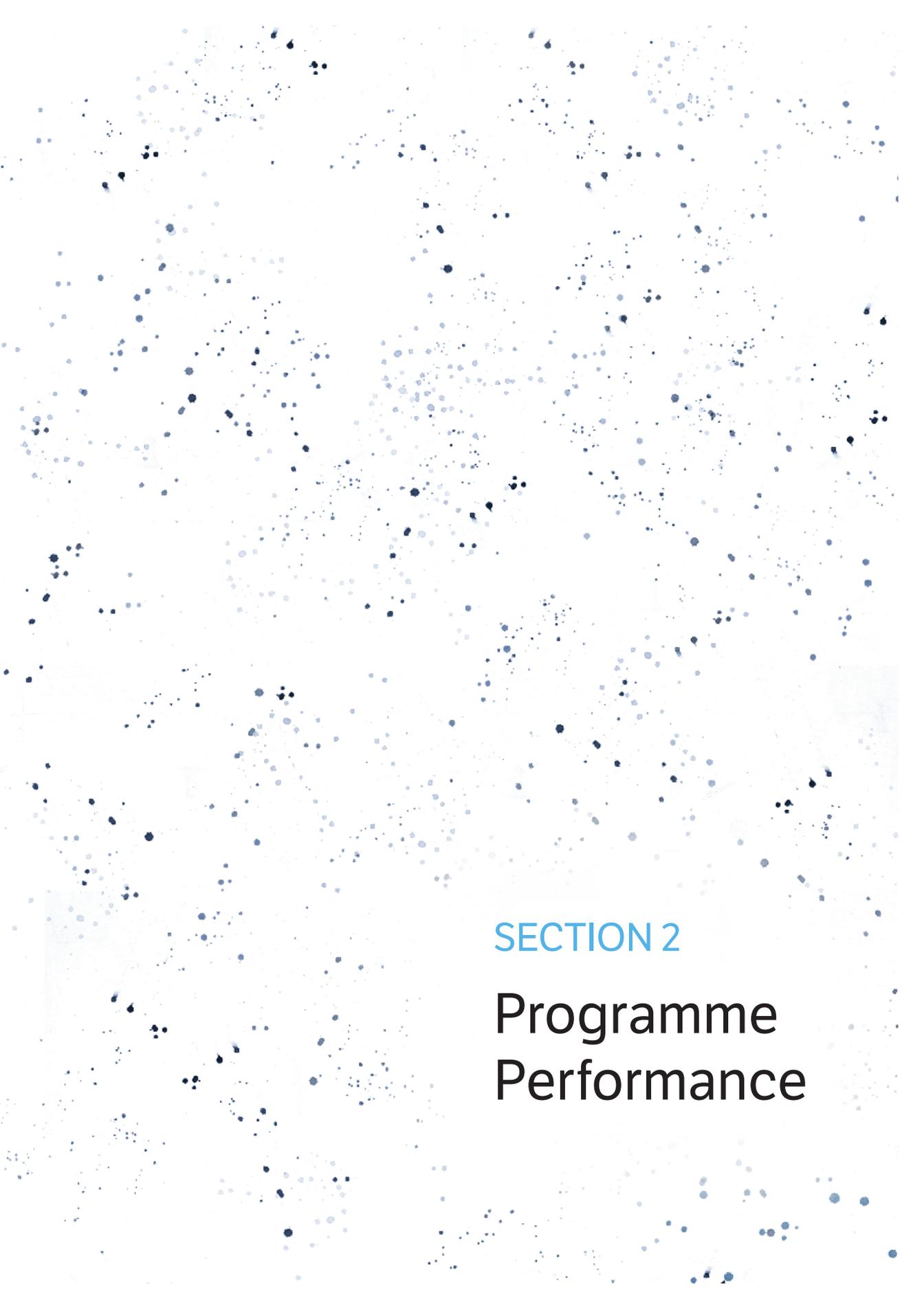
I am proud of the progress and achievements we made throughout the year and look forward to continuing to build on our achievements in the coming year. In this report you will find further details including case studies from each of the TSRA programme areas highlighting more of our activities and achievements.

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 strategic direction. My appreciation is also extended to the TSRA staff and our partner agencies across all levels of government who worked with the TSRA to contribute to achieving the best outcomes for Torres Strait and Northern Peninsula Area communities.

I also acknowledge the elders, Traditional Owners, Native Title Prescribed Bodies Corporate, local government councillors and communities of the region for the support and hospitality extended to the TSRA when we visit your communities.



Wayne See Kee
Chief Executive Officer



SECTION 2

Programme
Performance

How We Meet Our Outcomes

PROGRAMMES AND PLANNED PERFORMANCE

This section contains the TSRA's annual performance statements, which report on our performance against the key performance indicators contained in the TSRA Portfolio Budget Statements 2015-2016 and the TSRA Corporate Plan 2015-2016.

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.

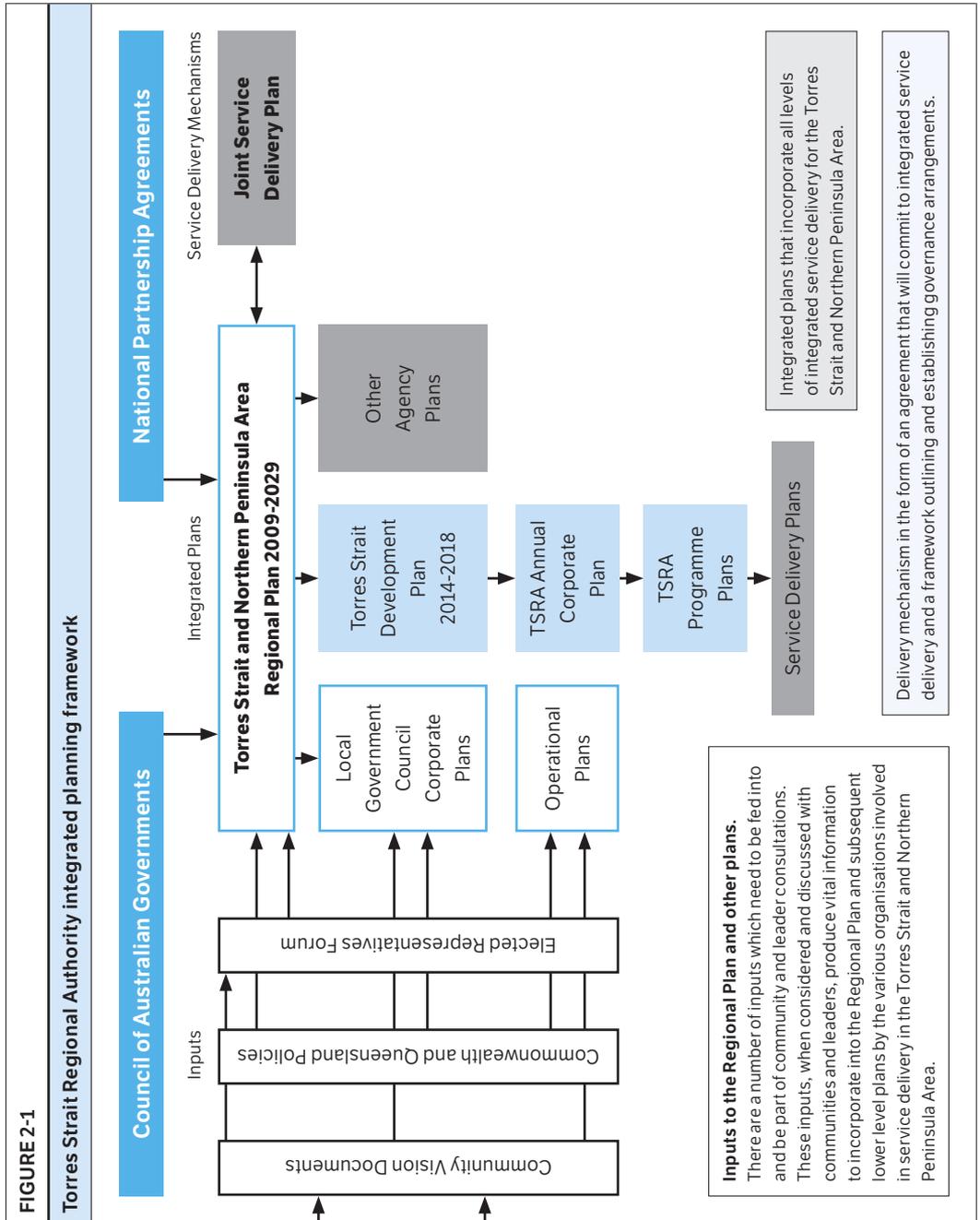
Each programme report provides the following information:

- ✦ a statement of the regional goal
- ✦ a statement of the programme goal
- ✦ a statement of the programme objectives
- ✦ a statement of programme deliverables
- ✦ a summary of expenditure (the information provided in Table 2-1 is unaudited)
- ✦ a statement of performance.

The *Torres Strait Development Plan 2014-2018* 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 *Torres Strait Development Plan 2014-2018* is published on the TSRA website, www.tsra.gov.au.

The *Torres Strait Development Plan 2014-2018* is derived directly from the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*. 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 identifies community challenges, priorities and aspirations. A key element of the 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



SUMMARY OF FINANCIAL PERFORMANCE

Appropriation Programme Expenditure

A summary of the TSRA's financial performance for each programme area for 2015-2016 is provided in Table 2-1.

The financial statements in Section 5 provide further information about expenditure for each programme area as of 30 June 2016.

Appropriation programme expenditure 2015-2016, budget compared to actual			
PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Culture, Art and Heritage	4,813	4,660	153
Economic Development	11,196	11,326	(130)
Fisheries	1,600	1,515	85
Environmental Management	4,501	4,408	93
Governance and Leadership	4,896	5,268	(372)
Native Title	3,129	3,338	(209)
Healthy Communities	27,879	27,541	338
Safe Communities	2,761	2,870	(109)
Total	60,775	60,926	(151)¹

Note:
1. The total variance represents -0.24 per cent of budget.

External Funding Programme Expenditure

Three programmes received external funding.

External funding programme expenditure 2015-2016, budget compared to actual			
PROGRAMME	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
Culture, Art and Heritage	519	108	411
Environmental Management	9,686	10,005	(319)
Native Title	350	0	350
Total	10,555	10,113	442

Annual Performance Statements

INTRODUCTORY STATEMENT

The TSRA Board, as the accountable authority of the TSRA, presents the 2015-2016 annual performance statements of the TSRA, as required under section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth). In the Board's opinion, these annual performance statements accurately reflect the performance of the TSRA and comply with section 39(2) of the Act.



Joseph Elu, AO
Chairperson

PURPOSE

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

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

RESULTS FOR KEY PERFORMANCE INDICATORS AND ANALYSIS AGAINST THE 2015-2016 PORTFOLIO BUDGET STATEMENTS AND CORPORATE PLAN

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

In 2015-2016, one new Torres Strait Islander and Aboriginal business was supported through a concessional business loan. In the same period, business mentoring and support was provided to two clients.

Number and value of concessional business loans				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Loans	3	3	5	1
Amount	\$186,790	\$114,909	\$928,213	\$20,628

Increased availability of approved business training

In 2015-2016, the TSRA continued to provide face-to-face business training through the delivery of Into Business Workshops.

In 2015-2016 a total of 79 participants attended Into Business Workshops. Post-course surveys indicate a very high level of participant satisfaction with the workshops.

Into Business Workshop participation				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Courses	Not offered	6	2	16
Participants	0	24	17	79

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

Progress against this indicator cannot be accurately quantified as the requirement to report catch is not mandatory for Torres Strait Islander and Aboriginal fishers in the region. Therefore comprehensive data to measure tangible outcomes under this indicator does not yet exist. There are ongoing discussions within the Protected Zone Joint Authority to identify and implement a more robust system of data collection; however, this is likely to be a medium-term to long-term outcome and remains a challenge for the TSRA and the Protected Zone Joint Authority.

The best available data can be obtained from the Status of Australian Fish Stocks Report 2014, produced by the Fisheries Research and Development Corporation.

TABLE 2-5

Tropical rock lobster catch statistics, 2012-2013 to 2014-2015

YEAR	2012-2013	2013-2014	2014-2015
Tropical rock lobster (tonnes)	128	129	151

Notes:

Fishery statistics are provided by fishing season, unless otherwise indicated. The fishing season is 1 December to 31 September. Catch reporting for the Traditional Inhabitant Boat sector is not mandatory and therefore actuals for any year may be higher than reported. The 2014-2015 figure is an estimate at the time of printing; this figure is preliminary and likely to be updated in future editions of this publication. Catch data for 2015-2016 was not available at the time of printing.

TABLE 2-6

Finfish fisheries catch statistics for Traditional Inhabitant Boat licensees, 2013-2014 to 2015-2016

YEAR	2013-2014	2014-2015	2015-2016
Coral trout	Under 1 tonne	Under 1 tonne	Under 1 tonne
Spanish mackerel	Under 1 tonne	Under 1 tonne	Under 1 tonne

Notes:

Fishery statistics are provided by fishing season, unless otherwise indicated. The fishing season is 1 July to 30 June. Catch reporting for the Traditional Inhabitant Boat sector is not mandatory and therefore actuals for any year may be higher than reported. The 2014-2015 and 2015-2016 figures are estimates at the time of printing; these figures are preliminary and likely to be updated in future editions of this publication.

TABLE 2-7

Bêche-de-mer catch statistics for Traditional Inhabitant Boat licensees, 2013 to 2015

YEAR	2013	2014	2015
Bêche-de-mer (tonnes)	16	28.7	49.1

Notes:

Fishery statistics are provided by fishing season, unless otherwise indicated. The fishing season is 1 January to 31 December. In 2014, 0.7 tonne was caught during a fishing trial for the black teatfish (a species of bêche-de-mer). In 2015, 23.3 tonnes was caught during the black teatfish trial. While another trial may run in 2016, the fishery remains closed.

Catch reporting for the Traditional Inhabitant Boat sector is not mandatory and therefore actuals for any year may be higher than reported. The figures for 2014 and 2015 are estimates at the time of printing; these figures are preliminary and likely to be updated in future editions of this publication.

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 2016 Artists' Forum: Copyright, Education and Support, presented by the Culture, Art and Heritage Programme, was held in April 2016. This forum was attended by 80 artists and cultural specialists from throughout the region and provided information on individual and communal copyright and intellectual property rights.

Active artists and cultural practitioners, 2012-2013 to 2015-2016				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Active artists	90	100	110	117
Cultural practitioners	40	77	80	90

Number of Native Title 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 2016. 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.

Key Native Title Representative Body results				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Active Native Title claims under consideration	3	3	2	5
Future acts received	60	64	85	66

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

The Native Title Office assisted Prescribed Bodies Corporate (PBCs) with the negotiation of and certification for various ILUAs in 2015-2106. Eleven ILUAs were registered with the National Native Title Tribunal in 2015-2016 and a further 35 ILUAs are under development.

Native Title compensation matters are on hold pending the outcomes of the Timber Creek test case, which is set to be determined by the Federal Court by the end of 2016. The Timber Creek case is historic as this will be the first time the courts will set a precedent on how to compensate loss of Native Title land.

TABLE 2-10				
Number of ILUAs finalised				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
ILUAs finalised	5	4	12	11

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

Dugong and turtle management plans are in place for each outer island community and are being implemented by communities with the support of the TSRA. The plans integrate traditional use and contemporary science and management approaches to support the sustainable management of dugongs and turtles across the region. A dugong and turtle management plan and permitting regime for the Kaiwalagal region are under development by Traditional Owners with support from the TSRA. Working on Country plans are also in place for all communities; they were developed in partnership with key stakeholder groups in the individual communities.

TABLE 2-11				
Community-based management plans				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Number of plans	32	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 TSRA Board members during visits to Canberra, and also engagements with ministers with the TSRA Board during visits by ministers to the region. In this reporting period, there were 36 high-level engagements with Queensland Government and Australian Government ministers and senior government officials.

TABLE 2-12				
Number of high-level engagements by TSRA Board members				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Engagements	29	29	35	36

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

All 21 regional PBCs had met the Office of the Registrar of Indigenous Corporations compliance requirements as at 31 December 2015. Two PBCs have maintained a level of capacity which has reduced their dependency on grant funding by operating on a fee-for-service cost-recovery model.

TABLE 2-13				
Prescribed Bodies Corporate compliance results				
YEAR	2012-2013	2013-2014	2014-2015	2015-2016
Compliance	20 of 20	20 of 20	21 of 21	21 of 21

Increased investment into new and existing regional environmental health infrastructure

Thirteen environmental health infrastructure projects will be delivered under the Major Infrastructure Programme Stage 5. All projects are on track for completion by December 2016.

The TSRA successfully secured Queensland Government and Australian Government infrastructure funding for Stage 6 of the Major Infrastructure Programme (MIP 6). Despite the funding commitment from the Australian and Queensland governments, as at 30 June 2016 there was still a \$1.5 million shortfall for MIP 6. The TSRA has worked, and will continue to work, closely with the region's three regional councils to develop the major infrastructure programme priority list. Water security for the region will be the major focus of MIP 6.

Programme Reports

Culture, Art and Heritage

REGIONAL GOAL

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

PROGRAMME GOALS

The Culture, Art and Heritage Programme goals are:

- ✦ strong, supported and respected Ailan Kastom
- ✦ active and sustainable arts and craft industry.

PROGRAMME OBJECTIVES

The Culture, Art and Heritage Programme aims to:

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

PROGRAMME DELIVERABLES

- ✦ 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.

PROGRAMME EXPENDITURE 2015-2016 (INCLUDES EXTERNAL FUNDING)

TABLE 2-14		
Culture, Art and Heritage Programme expenditure, 2015-2016		
BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
4,813	4,660	153

PROGRAMME EXTERNAL FUNDING EXPENDITURE 2015-2016

TABLE 2-15		
Culture, Art and Heritage Programme external funding expenditure, 2015-2016		
BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
519	108	411

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
Gab Titui Cultural Centre Indigenous Art Award	●	This exhibition is a major annual event in the Gab Titui calendar. The 2016 event opened on 16 June 2016 and there were 35 entries from across the region. Over 400 people attended and \$16,500 in prizes was awarded. Most works were sold on the opening night, with some purchased and collected for display by national institutions. See the next table for further information on the achievements of the Gab Titui Cultural Centre in terms of sales and support to the regional arts sector and the TSRA culture, art and heritage community grants.
Gab Titui Cultural Centre touring exhibitions	●	The <i>Evolution: Torres Strait Masks</i> exhibition was recognised by the National Museum of Australia as being a culturally significant collection of works. Negotiations are in progress to tour the exhibition to Canberra in early 2017 and then nationally.
Arts development programme	●	Three art centres in the region are supported through this programme. Operational funding is provided as part of a partnership between the Australian Government Ministry for the Arts, Arts Queensland and the TSRA. Support in governance, leadership and arts administration is also provided to the art centres. Arts skills workshops were delivered in 12 communities in 2015-2016. Established and emerging artists were able to develop their skills in painting, print-making, screen painting, 3D design, weaving and carving. Two masterclass workshops were also held covering areas of traditional comb-making on Masig and headdress-making on Boigu. In 2015-2016 funding provided by the Ministry for the Arts to support arts development in the Torres Strait region was decreased. This has resulted in a reduction in resources to the sector and a temporary decrease in activity until additional funding is secured.
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 cultural projects. There were two additional cultural maintenance projects in 2015 that also directly contributed to the dance strategy project: the presentation of a Torres Strait dance team at the Torres Strait Treaty 30th Anniversary, Port Moresby, Papua New Guinea; and another performance supported by the Culture, Art and Heritage Programme at the National Native Title Conference, Port Douglas.
Cultural Policy implementation and protocols	●	The Culture, Art and Heritage Programme guides the use of the TSRA Cultural Policy and the accompanying <i>Cultural Protocols: A Guide for TSRA Staff</i> . The TSRA is seeking further collaboration across government and other agency stakeholders in the region during 2016-2017 to adopt cultural protocols and practices by strengthening awareness, particularly for new staff and visitors to the region.
Dance strategy	●	The Torres Strait dance strategy promotes and supports the performance of Torres Strait dance at high-profile national and international events. In 2015 dance teams were selected through an application and assessment process to perform at the 2016 Cairns Indigenous Art Fair, and financial support was given to Torres Strait representation at the Pacific Festival of the Arts in Guam in 2016.

ACTIVITY	FLAG	STATUS
Torres Strait language strategy	●	The Culture, Art and Heritage Programme facilitated and funded the development of the recently endorsed Torres Strait Traditional Languages Plan 2016-2017 and the Torres Strait Traditional Languages Charter, a product of the Torres Strait Language Reference Group. The TSRA, in partnership with the Ministry for the Arts, and Tagai State College are in the process of establishing a Torres Strait Indigenous language centre. Culture, art and heritage grants also assist communities to undertake language projects annually through a \$50,000 fund.
Music strategy – Music and Dance Audit	●	The Music and Dance Audit has been an ongoing project since 2007. CD and DVD productions of Torres Strait dance and music have been completed for 14 communities. Recordings for the communities of Masig and Kubin (Moa Island) are nearing completion. Recordings for the project in Northern Peninsula Area communities are underway and will be completed in late 2016.

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	●	The Gab Titui Cultural Centre supports between 70 and 120 local artists to promote and sell their work. In 2015-2016 Gab Titui returned a total of \$231,795 to local artists and suppliers, a significant increase on the previous year's sales and income. Gab Titui and the arts development programme are supporting an increase in Torres Strait artists' earnings through the development of new products using Torres Strait designs.
Increased number of TSRA funded and supported activities that are based on Torres Strait Islander and Aboriginal cultural traditions in the Torres Strait region	●	The grants programme supported 18 applications over two grant rounds in 2015-2016. These grants support and encourage the development, promotion and maintenance of Torres Strait Islander and Aboriginal art and culture in the region. Projects funded in this period included CD recordings of contemporary music, development of dance teams, cultural programmes for children, and assistance to art centres to exhibit overseas. This represents a decrease on the previous year, which is due to the number of grant funding applications received in the reporting period.
Increase in cultural heritage material and information specific to each community in the region that is documented, registered and accessible	●	The Culture, Art and Heritage Programme continued to liaise with the Environmental Management Programme to strengthen links in cultural heritage, particularly with projects such as the traditional ecological knowledge database project. Community-driven cultural heritage projects were also supported through the grants programme – funding for which increased by 50 per cent compared to funding in 2014-2015.
Increase in the number of emerging and professionally active artists and cultural practitioners who have access to information and support to ensure copyright and intellectual property rights	●	The 2016 Artists' Forum: Copyright, Education and Support, presented by the Culture, Art and Heritage Programme, was held on 11-13 April 2016. The forum was attended by 80 artists and cultural specialists from throughout the region and provided information on individual and communal copyright and intellectual property rights. Attendance at the 2016 forum exceeded attendance in 2015.

Legend			
○ Not yet started	● Achieved	● Partially achieved	● Not achieved



MR AVEN NOAH, TSRA PORTFOLIO MEMBER FOR CULTURE, ART AND HERITAGE, ADDRESSING THE PARTICIPANTS AT THE 2016 ARTISTS' FORUM.

CASE STUDY

2016 Artists' Forum: Copyright, Education and Support Presented by the Culture, Art and Heritage Programme, 11-13 April 2016

The topic for the 2016 Artists' Forum was 'Copyright, Education and Support'. The forum was run over three days to an audience of 80 artists and cultural practitioners from the region. The main aim was the delivery of information and workshops on the issues associated with copyright across all aspects of the arts, including intellectual copyright and the licensing of designs for commercial product sales.

The programme included 15 speakers who delivered vital information on the arts industry, government programmes, and commercial opportunities for artists and practitioners working across a variety of art forms. Recommendations were sought from the participants after each session which will be drawn on and incorporated into the Culture, Art and Heritage programming for 2016-2017.

Included among the speakers was Lee-Ann Tjunypa Buckskin, Board Director, Aboriginal and Torres Strait Islander Arts, Australia Council for the Arts. In her presentation, 'Setting the Scene', she expressed the need to embed respect for Indigenous copyright and cultural issues and talked about how to acknowledge the Indigenous foundational values of sharing and reciprocity within a legal framework.

Terri Janke of Terri Janke Lawyers and Consultants, an Indigenous legal firm, presented 'Intellectual Property Rights'. Terri provided a stimulating and insightful presentation on copyright issues identifying that First Nation peoples across the globe face the same issues of recognition and protection of cultural and intellectual property rights. She identified the disconnect between traditional ways of managing cultural knowledge and Australia's imported legal system, which does not protect communal rights or shared knowledge systems.

Jasmin Herro, Chief Executive Officer, JHerro Pty Ltd, an Indigenous businesswoman, social entrepreneur, designer and global disruptor, presented on the opportunities that are offered through commercial licensing of designs and products on the international market. She pointed out the pitfalls and challenges of the licensing world while also presenting the commercial benefits.

Presentations were also made by Trisha Adjei, Indigenous Engagement Manager, Copyright Agency, Viscopy; Michael Hutchings, Indigenous Representative, Australasian Performing Right Association; Robyn Ayres, Executive Director, Arts Law Centre of Australia; and Jacqueline Cornforth, Coordinator, Artists in the Black (Arts Law Centre 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 aims to:

- ✦ 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.

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.

PROGRAMME EXPENDITURE 2015-2016

TABLE 2-16			
Economic Development Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	11,196	11,326	(130)

TORRES STRAIT DEVELOPMENT PLAN OUTCOMES

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

PROGRAMME PERFORMANCE

ACTIVITY	FLAG	STATUS
Business mentoring support	●	<p>Business mentoring support was provided to two clients in 2015-2016 to assist with organisational capacity building. The TSRA will be undertaking promotional activities in 2016-2017 to inform stakeholders of the benefits of the business support standing panel.</p> <p>Four enterprises were supported to attend the Indigenous Economic Development Conference.</p> <p>One client was supported to attend the Tendering for Government Workshop.</p>
Business funding support	●	One loan application was approved.
Community Development Programme agreement management	●	<p>In July 2015 there were 1,217 Community Development Programme (CDP) participants; 350 participants transitioned into paid employment during 2015-2016. Region 59 is one of the highest performing CDP regions in Australia. This is due to a number of factors, including the productive working relationship between the TSRA and the CDP provider, My Pathway. As a government statutory body with an elected board and separate administrative arm, located within the region, the TSRA is in a unique position to provide guidance to the provider on the priorities of communities and employment opportunities and challenges. For example, Region 59 now has 20 hosted placements available for job seekers to gain real workplace experience and build transferrable skills.</p>
Economic Development Investment Strategy	●	<p>Development of the Torres Strait Regional Economic Investment Strategy (REIS) to identify sustainable industries and opportunities for commercially viable business development was completed in 2015-2016. The REIS is strategic, informed and targeted. Grounded in extensive research, consultation and analysis, the REIS enables the TSRA to proactively identify and approach individuals or organisations with strong prospects to establish or grow existing businesses.</p>
Into Business Workshops	●	Two series of Into Business Workshops were delivered (comprising workshops A, B and C); 79 participants completed the workshop series.
Torres Strait Maritime Pathways Project	●	<p>30 participants have completed:</p> <ul style="list-style-type: none"> ✦ Short Range Operator Certificate of Proficiency ✦ Shipboard Safety Skill Set ✦ First Aid ✦ Certificate II in Maritime Operations (Coxswain Grade 2 Near Coastal) <p>29 participants have completed:</p> <ul style="list-style-type: none"> ✦ Certificate II in Maritime Operations (Marine Engine Driver Grade 3 Near Coastal) <p>22 participants have completed:</p> <ul style="list-style-type: none"> ✦ Certificate III in Fishing Operations (including wild harvest dive qualifications) <p>6 participants have completed:</p> <ul style="list-style-type: none"> ✦ Certificate III in Maritime Operations (Master up to 24 Metres Near Coastal) <p>12 participants have completed:</p> <ul style="list-style-type: none"> ✦ Certificate of Safety Training.

ACTIVITY	FLAG	STATUS
Growing Our Own Maritime Stream	●	<p>13 participants have completed:</p> <ul style="list-style-type: none"> ✘ Shipboard Safety Skill Set ✘ First Aid ✘ Certificate II in Maritime Operations (Coxswain Grade 2 Near Coastal) <p>30 participants have commenced:</p> <ul style="list-style-type: none"> ✘ Shipboard Safety Skill Set ✘ First Aid ✘ Certificate II in Maritime Operations (Coxswain Grade 2 Near Coastal) <p>15 participants have commenced:</p> <ul style="list-style-type: none"> ✘ Certificate II in Maritime Operations (Coxswain Grade 2 Near Coastal) <p>11 participants have commenced:</p> <ul style="list-style-type: none"> ✘ Certificate II in Maritime Operations (Marine Engine Driver Grade 3 Near Coastal) <p>15 participants have commenced:</p> <ul style="list-style-type: none"> ✘ General Purpose Hand.
Home Ownership Programme	●	One home loan was approved in 2015-2016. Complex land tenure arrangements in the Torres Strait continue to make it difficult for loan applicants to provide appropriate security for loans in Deed of Grant in Trust and reserve communities.
Employment and training projects	●	In partnership with My Pathway and the Torres Strait Youth and Recreational Sporting Association, an employment and training project was conducted involving the renovation of the Thursday Island Boat Club; 19 job seekers obtained employment from this project.
Tourism	●	Torres Shire Council and the Northern Peninsula Area Regional Council were funded for event management positions. The funding was provided for three years to allow for employment certainty and longer term planning.
Website redesign	●	The Economic Development Programme area of the TSRA website was redesigned to be more client-focused and deliver a personalised user experience. The website now includes an online product selector tool and updated information on a range of products, services and business information.

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
An increase in the number of Torres Strait Islander and Aboriginal people in employment	●	<p>In 2015-2016, 350 CDP participants moved from welfare into employment. Of these, 214 participants met employment outcome milestones:</p> <ul style="list-style-type: none"> ✘ 13-week outcome – 149 participants ✘ 26-week outcome – 65 participants. <p>Job placements were in the following industries:</p> <ul style="list-style-type: none"> ✘ Government – 27 ✘ Retail – 15 ✘ Employment services – 65 ✘ Education – 9 ✘ Other – 29 ✘ Hospitality – 2 ✘ Aged care – 8 ✘ Construction/labour – 42 ✘ Service – 13 ✘ Transport – 4. <p>While the numbers are a decrease compared to the previous reporting period, they confirm that CDP participants are being transitioned into job placements and employment.</p>
Increase in the number of Torres Strait Islander and Aboriginal owned commercially viable businesses	●	<p>In 2015-2016, one business loan was approved to support a Torres Strait Islander and Aboriginal business. In the same period, business mentoring and support was provided to two clients.</p> <p>The development of the Regional Economic Investment Strategy to provide targeted support to Torres Strait Islander and Aboriginal owned commercially viable businesses is one of the reasons for the limited number of loan applicants.</p>
Increased availability of approved business training	●	<p>In 2015-2016, the TSRA continued to provide face-to-face business training through the delivery of Into Business Workshops.</p> <p>In 2015-2016, a total of 79 participants attended Into Business Workshops. Post-course surveys indicate a very high level of participant satisfaction with the workshops. The attendance at the 2015-2016 workshops exceeded attendance in 2014-2015.</p>

Legend

○ Not yet started	● Achieved	● Partially achieved	● Not achieved
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JOB SEEKERS INSTALLING THE NEW ROOF.

CASE STUDY

Thursday Island Boat Club Project: Matching Training to Employment

The Thursday Island Boat Club project demonstrates the TSRA's commitment to economic development and wealth creation in the region. The project provided Community Development Programme job seekers with practical on-the-job development and training aligned to the needs of the local building industry.

The project commenced in December 2015 with 15 job seekers and was the result of a collaboration between the TSRA, My Pathway (the Community Development Programme service provider) and the Torres Strait Youth and Recreational Sporting Association.

The project included demolition work and creation of a new toilet block and a large storage shed for boats and other equipment. Renovation of the existing building included a new roof, a new outdoor deck area, a new commercial-grade kitchen, and new internal ceilings and floor coverings. Local builder Rob Clarke and his team provided essential on-the-job supervision and guidance throughout the renovation and associated building works.

The TSRA Chairperson, Mr Joseph Elu, said, 'The works will bring the Boat Club back to its former glory and will provide a great venue for community events, particularly those focused on youth sport and recreational activities that are all located in the same sporting precinct'.

The President of the Torres Strait Youth and Recreational Sporting Association, Mr Alan Filewood, said, 'The renovation of the club facilities has been an aspiration of the Association for a long time and the Association is very happy that a large proportion of the work will be completed by unemployed youth under the direction of skilled builders'.



GAVIN BIN JUDA ON THE TOOLS LEADING THE WAY.

Participation in the project enabled job seekers to work towards completion of a Certificate II in Construction Training.

Foreman Bob Clarke and his crew provided guidance and encouragement to job seekers by showing them how to undertake technical building tasks in a supportive training environment. The job seekers also developed a work ethic and learned about working in a team. My Pathway mentor Gavin Bin Juda said, 'Working with Bob was good. We got a heap of boys employed which was my goal. Watching and learning about the little things was amazing. I always wondered, how do you do that? And now I know!'

The project has been keenly watched by employers in the local building industry, who have approached the Boat Club to recruit suitably skilled people to work on other commercial building sites on Thursday Island. By using this project as a launching platform, 19 job seekers have gained full-time paid employment and successfully exited the Community Development Programme with a range of new skills, experience and qualifications. Positive feedback from employers and employees demonstrates the success of the project.

Due to the positive employment outcomes associated with this project, participation in the activity was in high demand by My Pathway job seekers, who were lining up to get involved.

Providing opportunities for Torres Strait Islander and Aboriginal people to gain skills and qualifications sought by local employers means that the economic benefits are retained in the community.

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.

PROGRAMME OBJECTIVES

The Fisheries Programme aims to:

- ✦ provide greater access for Torres Strait Islander and Aboriginal people to the region's commercial fisheries towards attaining a 100 per cent share
- ✦ increase commercially viable businesses in the fishing industry that are Torres Strait Islander and Aboriginal owned and/or operated
- ✦ deliver initiatives to increase the 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

The programme deliverables are to achieve the outcomes from the *Torres Strait Development Plan 2014-2018*, which are:

- ✦ 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 2015-2016

TABLE 2-17			
Fisheries Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	1,600	1,515	85

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	●	The TSRA Fisheries Programme conducted consultations with community fishers' associations throughout the Torres Strait to review its communications model. The review found that most associations viewed targeted communications with fishers to be more effective.
Finfish capacity building	●	The recommendations of the finfish action plan (developed in 2014-2015) are being implemented. Training programmes on principles of fisheries management and representational skills have been developed and delivered, with nine Torres Strait fisher representatives on Protected Zone Joint Authority (PZJA) committees participating. The training aims to assist them to more effectively participate in technical working groups, scientific advisory committees and resource assessment groups.
Finfish quota management	●	<p>Each year since 2008, the TSRA has leased licences in the finfish fishery to non-Indigenous fishers. The aim of leasing licences to non-Indigenous fishers is to maintain markets until the Traditional Inhabitant Boat (TIB) licence sector can increase its catch and meet market demand. The Fisheries Programme provides support to the TSRA Board and the Finfish Quota Management Committee to facilitate the leasing processes.</p> <p>In 2016, for the first time, the committee recommended the inclusion of mixed reef fish species in the licence leasing agreements. In the past, only coral trout and Spanish mackerel were leased, with mixed reef fish species being taken as by-product for free. TIB fishers have been concerned for some time that the by-product species were being taken as a free resource by non-Indigenous fishers. The inclusion of mixed reef fish species as a category in the leasing and licensing conditions has addressed this issue. The TSRA is working with the Australian Fisheries Management Authority (AFMA) and the Queensland Department of Agriculture and Fisheries to determine a long-term sustainable total allowable catch for mixed reef fish.</p>
Fisheries roadmap – towards 100 per cent ownership	●	<p>The TSRA has the lead on behalf of the PZJA for the development of the fisheries roadmap towards 100 per cent ownership of the commercial fisheries by Torres Strait Islander and Aboriginal Traditional Owners. In February 2016 the TSRA completed its round of public consultation on the draft roadmap. Comments received are being considered before a revised roadmap can be presented to the PZJA for endorsement.</p> <p>The release of an exposure draft of the PZJA's tropical rock lobster management plan has raised awareness of the introduction of tradeable quota into a fishery which operates partially within Native Title waters. This release has seen Traditional Owners raise concerns over the allocation of fishing quota to non-Native Title holders. The TSRA and AFMA will continue community consultation and engagement with Traditional Owners on the management plan in 2016-2017 to resolve this issue.</p>

ACTIVITY	FLAG	STATUS
Fisheries management framework	●	<p>The TSRA fisheries management framework project will inform community leaders and fisheries stakeholders on the New Zealand Maori model of fisheries ownership and management. In the longer term, completion of this project could see the formalisation of fishing boundaries between Torres Strait communities.</p> <p>While in the short to medium term the TSRA has been nominated to hold tradeable quota on behalf of Traditional Owners, the management framework project will identify future options for holding this quota.</p> <p>The project did not achieve all of its aims in 2015-2016 due to the deferral of visits to New Zealand fisheries as the TSRA Board entered its caretaker period leading into the 2016 TSRA Board election.</p>
PZJA representation	●	<p>In 2015-2016 the TSRA participated in:</p> <ul style="list-style-type: none"> ❑ one PZJA meeting ❑ two PZJA Standing Committee meetings ❑ one Tropical Rock Lobster Resource Allocation Group meeting ❑ one Torres Strait Prawn Management Advisory Committee meeting ❑ one Hand Collectables Working Group meeting ❑ one Scientific Advisory Committee meeting.

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	●	The TSRA delivers a number of initiatives aimed at increasing participation in fisheries. These include the development of an action plan for the finfish fishery, which will help guide investment of funds raised through the leasing of licences in the fishery in a manner that aims to increase employment and participation in this fishery. An increase in participation will likely result in increased catches from the region's fisheries and be yet another measure of success. However, catch reporting by Torres Strait Islander and Aboriginal fishers in the Torres Strait is not mandatory, and therefore a reliable measure of increased catch is not possible. Nonetheless, the PZJA is currently investigating a series of mechanisms to improve data collection from the Traditional Inhabitant Boat sector. One possible mechanism is the implementation of a mandatory reporting system for seafood buyers. It is expected that a reporting system for seafood buyers could be implemented as early as July 2017.
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 finfish capacity-building project. Twenty-two fishers participated in 2015-2016 (13 in effective representation training, nine in fisheries management principles training). The TSRA also funds the formal participation of up to five Torres Strait representatives in all PZJA consultative forums.

Legend			
○ Not yet started	● Achieved	● Partially achieved	● Not achieved



LEFT TO RIGHT: CHARLES DAVID (TSRA); AARON TOM (GUDAMALULGAL REPRESENTATIVE, TROPICAL ROCK LOBSTER RESOURCE ALLOCATION GROUP); PROFESSOR ALISTAIR MCILGORM; TERRENCE WHAP (MALUIALGAL REPRESENTATIVE, TROPICAL ROCK LOBSTER RESOURCE ALLOCATION GROUP); SATRICK BALUZ (IAMA REPRESENTATIVE, PRAWN MANAGEMENT ADVISORY COMMITTEE); PAUL KABAI (GUDAMALULGAL REPRESENTATIVE, SCIENTIFIC ADVISORY COMMITTEE); KENNY BEDFORD (TSRA FISHERIES PORTFOLIO MEMBER).

CASE STUDY

Participating in the management of the region's fisheries

The TSRA Fisheries Programme supports Torres Strait Islander and Aboriginal peoples' participation in the management of the region's fisheries. The programme recently engaged Professor Alistair McIlgorm from the Australian National Centre for Ocean Resources and Security to run workshops on fisheries management principles.

The workshops were designed to support Torres Strait representatives in fisheries management forums such as advisory committees and working groups in their role and bring together their own knowledge of fisheries with western principles of fisheries management. Advisory committees and working groups provide advice to the Protected Zone Joint Authority (PZJA) on the management of Torres Strait fisheries.

Two series of workshops were delivered with participation from nine Torres Strait representatives in fisheries management forums. The workshops focused on the PZJA consultative forums and covered a wide range of topics from the legislative framework of the PZJA, to stock assessments and fisheries management tools used around the world.

The workshops' success may see regular workshops directed at further equipping Torres Strait representatives to effectively engage in the fisheries management processes as members of PZJA committees.

Environmental Management

REGIONAL GOAL

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

PROGRAMME GOAL

The programme goal is identical to the regional goal.

PROGRAMME OBJECTIVES

The Environmental Management Programme aims to contribute to sustainable environmental management by:

- ✦ promoting the sustainable management of natural resources
- ✦ managing the effects of climate change, tidal inundation and erosion
- ✦ increasing the utilisation of renewable energies
- ✦ reducing the environmental impacts of waste management
- ✦ improving land management for future generations.

PROGRAMME DELIVERABLES

The programme is delivered by the TSRA's Land and Sea Management Unit. The programme deliverables are to achieve the outcomes from the:

- ✦ fisheries project
- ✦ land project
- ✦ garden and horticulture project
- ✦ biodiversity project
- ✦ invasive species project
- ✦ seagrass and other research activities project
- ✦ land and sea rangers project
- ✦ climate change and coastal erosion project
- ✦ research initiatives.

PROGRAMME EXPENDITURE 2015-2016

TABLE 2-18			
Environmental Management Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	4,501	4,408	93

PROGRAMME EXTERNAL FUNDING EXPENDITURE 2015-2016

TABLE 2-19			
Environmental Management Programme external funding expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	9,686	10,005	(319)

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
Biodiversity planning and management	●	Biodiversity profiles have been prepared for each island to support and inform local planning processes. Rangers have been trained in mangrove monitoring techniques. Plant and animal reference books that include local language names are under development.
Invasive species management	●	The TSRA has facilitated the development of a Regional Biosecurity Strategy for Torres Strait that was recently endorsed by partner agencies, as well as the Torres Shire Council and Torres Strait Island Regional Council. State funding has been secured for a 12-month project to manage feral animals and weeds on key islands across the region through a partnership approach with local government.
Sustainable horticulture project	●	Sustainable community gardens have been achieved in a limited number of communities due to a range of challenges. The Environmental Management Programme works closely with the Healthy Communities Programme, which provides funding support for horticulture activities in the region.
Turtle and dugong management	●	Dugong and turtle management plans are in place for each outer island community and are being implemented by communities with the support of the TSRA. The plans integrate traditional use and contemporary science and management approaches to support the sustainable management of dugongs and turtles across the region. A dugong and turtle management plan and permitting regime for the Kaiwalagal region are under development by Traditional Owners with support from the TSRA.
Marine biodiversity	●	Rangers have been trained in seagrass monitoring techniques and are actively carrying out intertidal monitoring in seven communities. Coral surveys and assessment of the extent of coral bleaching also occurred in 2015-2016 and ongoing monitoring arrangements are under development. Remote weather stations at four locations across the region continue to be maintained and are collecting weather and marine data.
Water quality	●	Research is underway to investigate the impacts of Fly River pollution on the marine resources of the Torres Strait. This research will occur through a partnership between James Cook University, the Commonwealth Scientific and Industrial Research Organisation and the Australian Institute of Marine Science with support from the TSRA, under the National Environmental Science Programme. The research project started in January 2016 and will be completed by December 2017.
State of the environment report card	●	The <i>Land and Sea Management Strategy for Torres Strait 2016-2036</i> was endorsed by Gur A Baradharaw Kod (the Torres Strait Sea and Land Council) and the TSRA Board in March 2016. The strategy is the guiding framework for environmental management in the region, and includes the first regional state of the environment report card for the Torres Strait, which provides an assessment of the health, condition and trends affecting the region's key natural and cultural values. The case study on page 47 provides further information on the strategy.

ACTIVITY	FLAG	STATUS
Ranger project	●	The TSRA employs 45 rangers and three trainees, as well as support staff, across 14 outer island communities. Working on Country plans, endorsed by Traditional Owners, are in place to guide the local cultural and natural resource management activities of rangers. Rangers participate in a comprehensive training programme, and the TSRA is exploring with partner agencies options for formalising ranger powers under environmental legislation.
Indigenous Protected Areas (IPA) project	●	Three IPAs have been declared and are being actively managed in the Torres Strait region: Warul Kawa IPA, Pulu Islet IPA and the recently declared Warraberalgal Porumalgal IPA. The TSRA, including rangers from associated communities, continues to actively support the implementation of management plans for all IPAs in the region.
Traditional ecological knowledge (TEK) project	●	The TEK project supports participating Torres Strait communities to utilise a TEK database for the collection, protection and controlled sharing of cultural and natural resource information while ensuring adherence to cultural protocols. Nine Torres Strait communities on eight islands are participating in the project. A review of the TEK project was undertaken in early 2016 to explore how to increase the uptake of the TEK system, how to better incorporate TEK into land and sea management, and how to best utilise project resources (staff and funding) for the remaining two years of National Landcare Project funding (until June 2018).
Traditional Owner engagement	●	The recently endorsed <i>Land and Sea Management Strategy for Torres Strait 2016-2036</i> was developed through a partnership approach with the region's Traditional Owners. The TSRA is exploring mechanisms for strengthening Traditional Owner engagement in the delivery of land and sea management priorities, including through fee-for-service opportunities.
Climate change adaptation and resilience	●	A regional climate change adaptation and resilience plan has been developed. Community-level adaptation plans for all outer islands will be completed by the end of 2016.
Renewable energy	●	The TSRA has engaged, and will continue to engage, with Ergon Energy with regard to supporting renewable energy projects on various islands. Ergon has indicated strong interest in working with the TSRA to progress the uptake of renewable energy in the region. A project brief has been approved and project plan developed. Discussion is in progress on the scope and responsibilities to develop and deliver a regional energy strategy.

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
Number of actions in the climate change strategy and associated action plans implemented	●	A draft regional adaptation and resilience action plan has been developed. Community workshops occurred in 2015-2016, and further workshops are scheduled for 2016-2017.
Number of agreements in place with energy providers to reduce reliance on non-renewable diesel fuel usage for electricity production	●	Ergon has indicated strong interest in working with the TSRA to progress the uptake of renewable energy in the region. A project brief has been approved and project plan developed. Discussion is in progress on the scope and responsibilities to develop and deliver a regional energy strategy.
Number of inhabited islands with active food-producing community gardens in place	●	While community interest in horticulture activities is high, participation has been low. Efforts will be refocused to provide ongoing support to Tagai College to implement a school garden programme.

Legend			
○ Not yet started	● Achieved	● Partially achieved	● Not achieved

CASE STUDY

Land and Sea Management Strategy for Torres Strait

In 2015-2016, the TSRA coordinated the development of a revised land and sea management strategy for the Torres Strait. The *Land and Sea Management Strategy for Torres Strait 2016-2036* is a guiding framework for enabling Torres Strait communities to continue to sustainably manage and benefit from their land, sea and cultural resources into the future.

WHAT ARE THE STRATEGY'S AIMS?

The strategy aims to help Torres Strait communities work together to keep the Torres Strait environment in pristine condition by protecting key values for the future.

To achieve this, the strategy:

- ✦ promotes regional and local land and sea management aspirations and capacity
- ✦ helps us to understand the health of key values in the region and how things might be changing
- ✦ provides information to support local planning and management efforts
- ✦ seeks ongoing investment to enable communities to look after their islands and seas in a culturally appropriate way.

HOW WAS THE STRATEGY PREPARED?

The original *Land and Sea Management Strategy for Torres Strait 2005* was updated in 2015 to reflect developments in Native Title, management arrangements, research outcomes and community priorities. Input was sought from Traditional Owners, TSRA Board members, rangers, government partners and external experts. The strategy was finalised and endorsed in March 2016. TSRA and Gur A Baradharaw Kod (the Torres Strait Sea and Land Council) are joint signatories to the strategy.

The best available traditional and scientific knowledge was used to prepare the first-ever regional state of the environment report card for the Torres Strait. The report card gives an overview of the health of key values across the entire region. It will be updated every five years and will help us to monitor environmental changes and inform management efforts into the future.

“ STRONG FOUNDATIONS HAVE BEEN LAID FOR PARTNERSHIPS BETWEEN NATIVE TITLE HOLDERS AND NATIVE TITLE REPRESENTATIVE BODIES, COMMUNITY MEMBERS, ALL LEVELS OF GOVERNMENT, RESEARCH INSTITUTIONS, INDUSTRY AND OTHER EXISTING AND POTENTIAL PARTNERS IN IMPLEMENTING PRIORITY LAND AND SEA MANAGEMENT INITIATIVES UNDER THE STRATEGY. ”

Island land and sea profiles have been prepared for each of the 17 inhabited islands. The profiles summarise the key environmental features of the islands and community priorities for management. These profiles are intended to provide information to support local planning and decision-making in relation to environmental management, and can also be used as educational and promotional tools. They will be reviewed and updated every three to five years.

HOW WILL THE STRATEGY BE IMPLEMENTED?

Strong foundations have been laid for partnerships between Native Title holders and Native Title Representative Bodies, community members, all levels of government, research institutions, industry and other existing and potential partners in implementing priority land and sea management initiatives under the strategy.

Local-level plans (such as Working on Country plans) will be further strengthened to help deliver the strategy. There will be regular opportunities for Traditional Owners and communities to provide input to these local-level plans and to participate in local land and sea management initiatives.

A regional investment prospectus will be prepared identifying opportunities for existing and potential partners to contribute time, resources and effort towards implementation of the strategy according to their capacity and priorities.



Governance and Leadership

REGIONAL GOAL

Effective and transparent self-government with strong leadership.

PROGRAMME GOAL

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 aims to:

- ❑ 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
- ❑ improve the governance and leadership capacity of the TSRA.

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.

PROGRAMME EXPENDITURE 2015-2016

TABLE 2-20			
Governance and Leadership Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	4,896	5,268	(372)

TORRES STRAIT DEVELOPMENT PLAN OUTCOMES

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

During 2015-2016, the Prescribed Bodies Corporate capacity-building initiative was transferred to the TSRA's Native Title Programme.

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 2015-2016. A revised schedule for all communities will be developed in 2016-2017.
Integrated Service Delivery community booklets	●	Community booklets were refreshed for 13 communities. Community engagement activities need to be completed following the election of the new TSRA Board in 2016.
Media and communications support	●	This is a contracted activity through Zakazukha Marketing Communications. In 2015-2016, 58 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	●	Thirteen tertiary scholarships were offered in 2015-2016. One student has deferred and nine 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, four Board meetings and one special Board meeting were conducted in 2015-2016. Executive assistance was provided to the TSRA Chairperson.
Board Strategic Workshop	●	Fourteen Board members attended the TSRA's Board Strategic Workshop in November 2015. The focus for this workshop was on financial planning, strategic planning and risk management. The Board also reviewed the TSRA's progress against the Minister for Indigenous Affairs' Statement of Expectations and delivery against the TSRA's Statement of Intent.
Indigenous leadership	●	In 2015-2016, one person was supported to complete the Australian Rural Leadership Programme, and one person was supported and completed the Training Rural Australians in Leadership programme.

ACTIVITY	FLAG	STATUS
Support to regional broadcasting	●	The Torres Strait Islanders Media Association met its broadcasting hours and local content targets. A new recording studio was completed in 2014-2015 and officially opened in 2015-2016, enabling the local production of music CDs, electronic recordings and live music broadcasts.
Women's and youth leadership	●	Participation in leadership programmes increased. There was an increase in women participating in the Torres Strait Women's Leadership Programme. Three female graduates of the programme contested the TSRA Board members election for their respective wards in 2016. Six participants were supported in the Torres Strait Young Leaders 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 <i>Torres Strait Development Plan 2014-2018</i> 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. In 2015-2016, new issues were identified from the refresh of 13 community booklets. The issues that have been fully addressed remain at 1,064 (64 per cent). 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 in 2013-2014 and four completed the programme in 2014-2015. During 2015-2016, seven completed the programme and 10 participants have been enrolled for 2016-2017. The Torres Strait Women's Leadership Programme is delivered in partnership with the Australian Rural Leadership Foundation. Three of the 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	●	Training Rural Australians in Leadership: <ul style="list-style-type: none"> ✦ 2013-2014 – two male, one female ✦ 2014-2015 – three male, four female ✦ 2015-2016 – one male. Torres Strait Young Leaders Programme: <ul style="list-style-type: none"> ✦ 2013-2014 – one male, three female ✦ 2014-2015 – one male, three female ✦ 2015-2016 – two male, four female. Both programmes are delivered in partnership with the Australian Rural Leadership Foundation.
Notes: 1. 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. 2. The service gaps were identified in 2009-2010 as part of the <i>Torres Strait and Northern Peninsula Area Regional Plan 2009-2029</i> development process.		

Legend

○ Not yet started	● Achieved	● Partially achieved	● Not achieved
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2015 TORRES STRAIT WOMEN'S LEADERSHIP PROGRAMME PARTICIPANTS. LEFT TO RIGHT: SUSANNA TAPAU – MER, OLIVE BANN – THURSDAY ISLAND, HELEN MOSBY – MASIG, SENATOR THE HON NIGEL SCULLION – MINISTER FOR INDIGENOUS AFFAIRS, LISA LUI – THURSDAY ISLAND, LARISSA BANI – MABUIAG, VERA HAVILI – THURSDAY ISLAND, JENNI PILOT – THURSDAY ISLAND.

CASE STUDY

Torres Strait Women's Leadership Programme

The TSRA has identified the need to develop the governance and advocacy capacity of the women of the Torres Strait region. The Torres Strait Women's Leadership Programme is one component of the regional capacity-building initiatives undertaken through the Governance and Leadership Programme. Currently the participation of female leaders on boards, committees and special interest groups in the region is minimal.

The TSRA initiated its inaugural programme in 2014. Four women graduated in the first programme and seven women graduated in the second programme. The TSRA is now in the process of delivering its third programme with a cohort of 10 women from across the Torres Strait region.

The TSRA offers placements for up to 10 Indigenous women living in the Torres Strait region. The Women's Leadership Programme is held over 10 days and delivered through three sessions – two in the Torres Strait and one in Canberra. The sessions are designed to challenge participants, both personally and professionally, in a safe learning environment to improve their leadership practice and understanding of governance.

The TSRA provides resources to enable the Australian Rural Leadership Foundation to conduct leadership programmes such as this in order to develop participants' skills and capacity for leadership. The objectives of the programme are to develop their:

- ✦ understanding of and capacity for engagement in governance and politics
- ✦ self-awareness and adaptability in their approaches to leadership
- ✦ leadership skills including persuasion
- ✦ influence and meeting facilitation
- ✦ confidence levels in relation to public speaking.

Ms Vera Havili from Thursday Island was a graduate from the 2015 programme. She said, 'The Women's Leadership Programme gave me tools to do things differently. It prepared me to discover the potentials I thought I didn't have and since doing the programme I had set some achievable goals for myself and YES I have overcome every one of them including exercising my passion in Indigenous knowledge and justice. I have since taken up a management role on my island home (Mer) serving my people'. Ms Havili is also running in the 2016 TSRA elections for Member for Mer.

The Australian Rural Leadership Foundation and the TSRA have a long partnership in developing the capacity of future leaders in the Torres Strait.



TSRA RANGERS SETTING A FERAL PIG TRAP ON MOA AS PART OF THEIR WORKING ON COUNTRY ACTIVITIES.

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 economic, cultural and social participation for Torres Strait Islander and Aboriginal people living in the region.

PROGRAMME OBJECTIVES

The Native Title Programme aims to:

- ✦ assist Traditional Owners to 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 Registered Native Title 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 2015-2016 (INCLUDES EXTERNAL FUNDING)

TABLE 2-21		
Native Title Programme expenditure, 2015-2016		
BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
3,129	3,338	(209)

PROGRAMME EXTERNAL FUNDING EXPENDITURE 2015-2016

TABLE 2-22		
Native Title Programme external funding expenditure, 2015-2016		
BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
350	0	350

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 met their responsibilities under the *Native Title Act 1993* (Cth).

PROGRAMME PERFORMANCE

ACTIVITY	FLAG	STATUS
Native Title compensation	○	Native Title compensation matters are on hold pending the outcomes of the Timber Creek test case, which is set to be determined by the Federal Court by the end of 2016. The Timber Creek case is historic as this will be the first time the courts will set a precedent on how to compensate loss of Native Title land.
Deeds of Grant in Trust (DOGIT) transfer	○	There were no DOGIT transfers in 2015-2016. The Queensland Government has not scheduled any DOGIT transfers for 2016-2017.
Land Holding Act (Katter Leases)	●	There are 351 Katter Leases in the region. The TSRA has been working with the Queensland Government and the Torres Strait Island Regional Council to finalise Katter Leases on Badu Island. This work is in progress. While the Queensland Government has also scheduled work on Katter Leases for Boigu, Mabuig, Hammond and Moa islands, there are significant resource implications for the Native Title Office which are still being negotiated.
Major Infrastructure ILUA	●	The Native Title Office is working with the Queensland Government and the Torres Strait Island Regional Council to finalise draft 23 of the Major Infrastructure ILUA. There have been delays in progressing this matter with the Queensland Government Department of Housing and Public Works.
Management of future acts and ILUA	●	<p>The Native Title Office received 66 future act notices in 2015-2016. Responses have been provided to 35 of these notices.</p> <p>The Native Title Office assisted PBCs with the negotiation of and certification for various ILUAs this financial year. There were 11 ILUAs registered with the National Native Title Tribunal in 2015-2016, and a further 35 ILUAs are under development.</p> <p>The finalisation of these ILUAs will deliver benefits for the common law holders and economic benefits and employment opportunities for the general community.</p> <p>The ILUAs will also provide a mechanism for compensation to the Traditional Owners for the suspension of their Native Title rights as well as ensure that Native Title rights and interests are protected.</p> <p>The finalisation of ILUAs has facilitated:</p> <ul style="list-style-type: none"> ▣ the construction of new social housing in Torres Strait communities ▣ grant of tenure to government agencies to provide essential services to Torres Strait Island communities ▣ the continuation of services from Telstra, the Islanders Board of Industry and Services and the Department of Agriculture and Water Resources to island communities ▣ continued operations of the Australian Border Force in the region.

ACTIVITY	FLAG	STATUS
Native Title claim – Naghir Island	●	The National Native Title Tribunal has been engaged to mediate on the outstanding issues between parties to develop a plan to progress the Naghir claim. Further progress is not possible until a successful mediation is completed.
Native Title claim – Sea Claim Part B (QUD6040/2001)	●	<p>Following the Federal Court’s recognition of Malu Lamar (Torres Strait Islander) Corporation RNTBC as the holder of the Native Title rights recognised in the Part A portion of the regional sea claim, the Native Title Office has been progressing the Part B portion of this claim.</p> <p>The Part B area is wholly overlapped by two claims – one claim is filed on behalf of the Kaurareg people and the other claim is filed on behalf of the Gudang Yadheykenu people.</p> <p>During court-ordered mediation in February 2015, agreement was reached between Badulgal, Mualgal and Kaurareg peoples that the western overlap is shared sea country. Negotiations have now commenced with the respondent parties (including the Commonwealth, the Queensland Government and Traditional Owners) towards a consent determination for the western agreed area. The aim is for the court to convene a determination hearing in 2016 at which Native Title rights will be recognised in the western agreed area.</p> <p>Negotiations with the Gudang Yadheykenu people about resolving the eastern overlap area are yet to be scheduled. The timing of these meetings will partly depend upon the completion of anthropological research and also the time and resources that must be devoted to finalising negotiations about the western agreed area with respondent parties.</p>
Native Title Conference	●	The Native Title Conference was held from 1 to 3 June 2016 in Darwin. The conference was attended by the TSRA Chairperson, Mr Joseph Elu, AO, and the TSRA Portfolio Member for Fisheries and Member for Erub, Mr Kenny Bedford. Mr Bedford presented a paper on fisheries management and ownership in the Torres Strait. The Australian Institute for Aboriginal and Torres Strait Islander Studies sponsored Mr Seriako Stephen, the Chairperson of the Ugar Ged Kem Le Zeuber Er Kep (Torres Strait Islanders) Corporation RNTBC, to present a paper on the Ugar traditional boundaries project. See the case study on page 65 for more information.
NTRB legal services	●	The Native Title Office has provided legal assistance to all Torres Strait and Aboriginal PBCs and Traditional Owners in the region upon request. Table 2.23 provides statistical information on the level of engagement. In 2016 a new legal assistance request process was implemented to manage and prioritise the number of requests being received for legal support relating to post-determination matters.
PBC regional workshops	●	Two PBC regional workshops were held in 2015-2016.

ACTIVITY	FLAG	STATUS
Capacity building for the Gur A Baradharaw Kod Sea and Land Council	●	In January 2016 this capacity-building project transferred from the TSRA's Governance and Leadership Programme to the Native Title Programme. In June 2016 the Minister for Indigenous Affairs reconfirmed the TSRA as the Native Title Representative Body for the region from 1 July 2016 to 30 June 2018. The focus of the Gur A Baradharaw Kod capacity-building project has changed from a full transition of the NTRB function to the identification of the Native Title activities that can be undertaken by a regional Sea and Land Council. While the Gur A Baradharaw Kod has not yet established an office or staffing in the region, the TSRA is continuing to work with it to develop this capacity.
PBC support and capacity building	●	In January 2016 this activity transferred from the TSRA's Governance and Leadership Programme to the Native Title Programme. All 21 regional PBCs had met the Office of the Registrar of Indigenous Corporations compliance requirements as at 31 December 2015. Two PBCs have maintained a level of capacity which has reduced their dependency on grant funding by operating on a fee-for-service cost-recovery model.

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
Number of changes to Native Title and fisheries legislation that reflect the commercial rights of Traditional Owners	○	The Native Title Programme has not yet received instruction from the Malu Lamar (TSI) RNTBC on any changes to fisheries 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 (DOGIT) transferred to Prescribed Bodies Corporate with appropriate support mechanisms	○	There were no DOGIT transfers in 2015-2016. The Queensland Government does not have any DOGIT transfers scheduled for 2016-2017.

Legend			
○ Not yet started	● Achieved	● Partially achieved	● Not achieved

STATISTICAL DATA

TABLE 2-23	
Performance statistics – Native Title Office	
FACILITATION AND ASSISTANCE	NUMBER
1. THE CLAIMS EXPERIENCE	
Claimant applications	
Active claims represented at 30 June 2015	2
Plus claims filed this year by NTRB	0
Less claims determined 2015-2016	0
Less claims dismissed 2015-2016	0
Less claims withdrawn 2015-2016	0
(+ or -) Other disposition (describe)	0
Active claims represented at 30 June 2016	2
Number of active claims registered by National Native Title Tribunal	0
Claims in development	1
Non-claimant applications	0
Compensation claims	0
2. THE AGREEMENTS EXPERIENCE	
Future act notices received	66
Responses to future acts	35
Agreements concluded	0
Agreements in development	0
ILUAs concluded and registered	11
ILUAs in development	35
Complaints and disputes	
Complaints	
Received	0
Resolved	0
Pending	0
Disputes relating to Native Title applications	0
Disputes relating to ILUAs, rights of access and other matters	0
Requests for review of decisions not to assist	
Requests received	0
Reviews completed	0

CASE STUDY

Collaborative Effort at Ugar to Settle Boundary Disputes

The TSRA in its role as Native Title Representative Body for the region has, through the Native Title Office, dispute resolution functions under section 203BF of the Native Title Act.

The most common form of Traditional Owner dispute, dating back well before western colonisation, has been boundary disputes. Island court records that pre-date the Mabo decision and the Native Title Act overwhelmingly show that boundary disputes were a main focus of discord in island communities.

Where there has been a court determination of Native Title, those rights and interests are recognised and protected under the Native Title Act. The responsibility for resolving Traditional Owner disputes now lies with the Registered Native Title Body Corporate, which is referred to as a Prescribed Body Corporate, or PBC, for the Native Title determination area. PBCs are incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act. The PBC holds Native Title in trust for all the Traditional Owners in the determination area.

“ THE TSRA AS THE NATIVE TITLE REPRESENTATIVE BODY PLAYS AN IMPORTANT ROLE TO PROVIDE SUPPORT TO PBCS AND TRADITIONAL OWNERS TO RESOLVE BOUNDARY DISPUTES SO THAT MAJOR INFRASTRUCTURE PROJECTS WHICH BENEFIT THE COMMUNITY CAN GO AHEAD AS QUICKLY AS POSSIBLE. ”

An Indigenous Land Use Agreement (ILUA) may be required if the government or other entity or person wishes to construct a building on Native Title land. The PBC is required by law to engage with the Traditional Owner of the land and obtain their consent in writing before the PBC can sign off on an ILUA and the building can go ahead. It is during this consent process that an issue may arise whereby the land in question is claimed by more than one family or individual.

This ownership question is widespread throughout the Torres Strait and indeed mainland Australia. The TSRA as the Native Title Representative Body plays an important role to provide support to PBCs and Traditional Owners to resolve boundary disputes so that major infrastructure projects which benefit the community can go ahead as quickly as possible.

Although Native Title at Ugar was formally recognised by the Federal Court in 2004, the court determination did not contain all of the details about traditional land ownership. A complex system of traditional laws and customs provides for different parcels on the small volcanic island to be owned by different families.

The traditional laws and customs also involve sophisticated means of land inheritance and various forms of traditional land transactions between families.

The impacts of colonisation and the advance of modern life caused many Ugarem Le to leave their homeland for mainland Australia. This, and the oral means by which traditional laws are held and passed down, created uncertainties about the alignment of some traditional boundaries – especially where traditional boundary markers like rocks and trees were removed over the years as land was developed for modern infrastructure.

The Native Title Office arranged for a meeting of the Ugar PBC and Traditional Owners to be held in Cairns on 14-15 October 2014. As the Traditional Owners for Ugar were living in different parts of Australia, Cairns was chosen as the most convenient and cost-effective location to hold the meeting. At the meeting, Queensland Government representatives provided an update on land tenure matters including social housing. The Torres Strait Island Regional Council Mayor and Councillors also provided an update on the proposed new infrastructure which was planned for Ugar. The Native Title Office lawyers gave the community an update on progress on the Native Title claim for Part B of the regional sea claim, the roles and responsibilities of Malu Lamar PBC for Part A of the regional sea claim, and other matters related to Native Title.

It became apparent during the meeting that agreement had to be reached on traditional boundaries before any new or updated infrastructure could proceed to construction. This would require senior elders and Traditional Owners to be physically present on Ugar to identify and agree on traditional boundaries which would be recorded for future use.

Following discussion between the Native Title Office, the Torres Strait Island Regional Council and the Queensland Government, agreement was reached to mutually support a project to identify and record traditional boundaries and to carry out a proper survey of Ugar to correct errors in the current survey plan. The Native Title Office with the consent of the other parties obtained assistance from the National Native Title Tribunal to resolve disputes which arose during the course of the project.

The boundary mapping project commenced on 27 July 2015 and was completed on 7 August 2015. Elders and Traditional Owners from all around Australia converged on Ugar to focus on the issue of boundaries. Part of this project involved the Traditional Owners themselves placing town planning survey pegs to help the orderly expansion of the island's small township as well as to identify traditional boundaries. The project's outcomes cleared the way for a helipad upgrade, fuel bowser, desalination plant, community hall and fisheries freezer to go ahead. Some of these projects had been delayed for years because of boundary uncertainties and disputes.



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 TSRA seeks to influence policy for all health programmes across all tiers of government, monitor health services and initiatives across the Torres Strait region and provide strategic policy advice.

The programme also provides direct support for initiatives that promote healthy lifestyles, and supports home ownership and other specific housing initiatives that are linked to healthy lifestyles and economic development in the region.

PROGRAMME OBJECTIVES

The Healthy Communities Programme aims to:

- ✦ seek to influence policy for all health programmes 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

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

PROGRAMME EXPENDITURE 2015-2016

TABLE 2-24			
Healthy Communities Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	27,879	27,541	338

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
Seawalls	●	<p>The joint Australian and state government funded initiative to increase coastal protection in low-lying Torres Strait communities continued throughout the financial year.</p> <p>Construction of seawalls is being delivered on Saibai and is due for completion in January 2017.</p>
Healthy fresh food and horticulture	●	<p>The Healthy Communities Programme continued to support the Environmental Management Programme with its delivery of horticulture initiatives through the provision of grant funding to community organisations to support market garden activities.</p> <p>The TSRA is working with key stakeholders to improve access to affordable, fresh and healthy food in the region including the local food suppliers, Islander Board of Industry and Services.</p>
Sport and recreation activities (grant funding)	●	<p>The TSRA funded several local council minor sporting infrastructure projects including upgrades to Erub Stadium and Masig Stadium.</p> <p>The Torres Strait Youth and Recreational Sporting Association (TSYRSA) continued to administer sports subsidy funding on behalf of the TSRA throughout the Torres Strait and Northern Peninsula Area region.</p> <p>The TSRA also provided support to the TSYRSA to build its organisational capacity to improve service delivery. This included training and development of staff and committee members in areas of administration and accounting.</p> <p>Six major local sporting carnival events were supported.</p> <p>Ninety-eight sport and recreation grants encouraged participation in a range of sporting and recreational activities including participation in various sporting events at state and national levels.</p> <p>A coaching and referee clinic was delivered in April 2016 resulting in accreditation for seven Indigenous participants.</p> <p>Sport and recreation participation rates for the period:</p> <ul style="list-style-type: none"> ✦ In the 0-12 age group: 241 children ✦ In the 13-25 age group: 1,252 young people ✦ In the 26-54 age group: 2,034 adults ✦ In the 55 years and over age group: 210 people ✦ Total: 3,737 participants.

ACTIVITY	FLAG	STATUS
Waste and landfill projects	●	<p>The Healthy Communities Programme continues to work with key stakeholders in local, state and Australian government agencies to address waste management issues in the region.</p> <p>A grant was provided to Torres Shire Council to undertake a staged community awareness campaign to be delivered for Torres Strait inner islands.</p> <p>A regional waste management implementation strategy driven at a regional level by local councils is being developed with support provided by the Healthy Communities Programme as required.</p>
Horn Island affordable housing project	●	<p>Construction of subdivision works is yet to commence at the proposed site on Horn Island. This project has been delayed due to Native Title matters. The TSRA is working closely with the Torres Shire Council and state government to resolve matters.</p> <p>It is anticipated that works on the subdivision will commence in late 2016.</p>
Major infrastructure projects	●	<p>Thirteen environmental health infrastructure projects will be delivered under the Major Infrastructure Programme Stage 5. All projects are on track for completion by December 2016.</p> <p>The TSRA successfully secured state and Australian government infrastructure funding for Stage 6 of the Major Infrastructure Programme (MIP 6). Despite the funding commitment from the Australian and Queensland governments, as at 30 June 2016, there was still a \$1.5 million shortfall for MIP 6. The TSRA has worked, and will continue to work, closely with the three regional councils to coordinate a major infrastructure programme priority list. Water security for the region will be the major focus of MIP 6.</p>
MIP trust and other infrastructure projects	●	<p>The TSRA has continued to work with the Torres Strait Island Regional Council to identify infrastructure and non-infrastructure solutions to allow for all-tide safe access to Ugar community.</p> <p>The TSRA provided water security grant funding for the Prince of Wales Island community. This funding has provided water tanks to the community. The second stage of this project will consist of bore water drilling exploration as part of investigating long-term and sustainable water supply for the community. This component of the project is currently on hold pending Native Title resolution.</p>
Regional water operations and support	●	<p>The TSRA continued its contribution to the Torres Strait Island Regional Council Water and Waste Water Management Programme through 2015-2016 to ensure services are adequately maintained for outer island communities.</p> <p>The TSRA provided grant support to the Torres Strait Island Regional Council to enable the purchase of five emergency desalination units to mitigate critical water shortages in Torres Strait communities due to a poor wet season.</p>

ACTIVITY	FLAG	STATUS
Health promotion and community education projects	●	The TSRA provides operational funding to the TSYRSA. The TSYRSA provided support towards sporting events in the region and worked closely with event organisers to engage with stakeholders such as Queensland Health, to deliver health and nutrition education initiatives. The TSRA funded a community waste education programme as part of Torres Shire's waste solutions.

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 access to fresh and affordable foods in Torres Strait communities	○	The TSRA is adopting a multi-pronged approach to address this need. This involves engaging with local fresh food suppliers to improve the range and quality of foods, holding further discussions with retailers to improve delivery of food supplies in outer island communities, and contributing to discussions to improve community-based gardening initiatives.
Increase in participation in structured sport, recreation and healthy lifestyle activities	●	The TSRA continued its funding of sporting subsidies through its partnership with the Torres Strait Youth and Recreational Sporting Association. Six major local sporting events were delivered and 98 grants for a range of sporting and recreational activities were approved. A total of 3,737 participants were supported in 2015-2016, which is an increase in comparison to the 2,123 reported in the previous year.
Increase in serviced land and infrastructure to support housing for Torres Strait Islander and Aboriginal people	●	The TSRA continues to support Torres Shire Council to deliver a subdivision on Horn Island. The TSRA has contributed funding to establish the subdivision and in-ground services for 24 housing lots. Issues with Native Title delayed this project; however, works are now expected to commence later in 2016.

Legend			
○ Not yet started	● Achieved	● Partially achieved	● Not achieved



TORRES SHIRE COUNCIL EMPLOYEES INSTALL A DRAIN AS PART OF THE WASAGA VILLAGE ROADS AND DRAINAGE PROJECT.

CASE STUDY

Improving the Lives of Torres Strait People

The Torres Strait Major Infrastructure Programme (MIP), jointly funded by the Commonwealth Government, through the TRSA, and the Queensland Government, delivers vital environmental health infrastructure to communities in the Torres Strait and Northern Peninsula Area region.

Since commencement of MIP in 1998, more than 100 essential environmental health infrastructure projects have been delivered throughout the region, providing opportunities for employment and skills development, and empowering councils to independently maintain and enhance their infrastructure.

A project currently being delivered by Torres Shire Council under Stage 5 of the MIP is the Wasaga Village Roads and Drainage Project on Horn Island. This project will deliver the reconstruction of roads and drainage works throughout the community, providing health benefits associated with reduction in dust and water-borne diseases.

This project has provided both accredited and practical onsite training for local Torres Strait Islander and Aboriginal employees, many of whom are now developing career paths into management and technical roles. Through the delivery of this stage of the Wasaga Village Roads and Drainage Project, 24 Indigenous staff have been employed and/or trained, 10 are currently enrolled for accredited training with a regional training organisation, seven have already completed 42 modules in civil construction to date, and three have enrolled to complete a Certificate II and III in water operations.

Under Stage 5 of the MIP, a total of 41 Indigenous staff have received employment. By the completion of this stage in December 2016, it is anticipated that a total of 70 Indigenous staff will have received employment and training through delivery of the 13 environmental health infrastructure projects.

The TRSA continues to work with the Commonwealth, state and local governments and communities to support future environmental health infrastructure initiatives and employment and development opportunities for local Indigenous people.

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 are guided by cultural and traditional lore (social services).

PROGRAMME GOALS

The Safe Communities Programme goals are:

- ❏ to 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
- ❏ to 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
- ❏ to provide direct funding and resource support for some social support services, and infrastructure, facilities and equipment, that contribute to improved safety and accessibility of communities and families (the TSRA does not provide mainstream social or community services).

PROGRAMME OBJECTIVES

The Safe Communities Programme aims to 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.

The programme will 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.

The programme will 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

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

PROGRAMME EXPENDITURE 2015-2016

TABLE 2-25			
Safe Communities Programme expenditure, 2015-2016			
	BUDGET \$'000	ACTUAL \$'000	VARIANCE \$'000
	2,761	2,870	(109)

TORRES STRAIT DEVELOPMENT PLAN OUTCOMES

- ✘ 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.

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.</p> <p>In 2015-2016 the TSRA continued supporting 'Ensuring a Strait Start', a project developed by the Torres Strait Islanders Regional Education Council (TSIREC) to improve access to early education support in the Torres Strait communities.</p> <p>Strait Start is being delivered in Thursday Island, Badu, Poruma, Boigu, Iama, Erub, Kubin, Masig and Mer communities. TSIREC is working towards implementing the project in Warraber, Mabuiag, Saibai, St Pauls and Horn Island communities.</p>
Community safety partnerships	●	<p>The TSRA's role in the Torres Strait is enhanced through partnerships with relevant local, state and Australian government agencies. The TSRA is a member of the Torres Strait Maritime Safety Programme, which contributes to improved boating safety.</p>
Community safety projects (grants)	●	<p>In the previous reporting period, funds were provided for an accredited lifeguard training project at the local pool on the Northern Peninsula Area. The project was delivered in 2015-2016. A total of 19 participants successfully completed the training course, which included lifeguard training, the Bronze Medallion course and the First Aid Certificate. See the case study on page 81 for more information.</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. The service is provided by the Aboriginal and Torres Strait Islander Legal Services.</p> <p>The TSRA and the Attorney-General's Department 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 2015-2016, 768 cases relating to duty lawyer, criminal, family and civil casework were supported; 2,698 cases were supported for advice and minor assistance. The Community Legal Education Officer role continues to assist clients with understanding the legal process.</p>
Social services delivered by NGOs – Port Kennedy Association and Mura Kosker Sorority	●	<p>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's and men's support groups. Additional funding was also granted to support governance and administrative capacity building for these community-based non-government social services providers.</p>

ACTIVITY	FLAG	STATUS
Transport Infrastructure Development Scheme	●	<p>The TSRA continued to work with the Queensland Government Department of Transport and Main Roads through a memorandum of understanding to deliver the Transport Infrastructure Development Scheme (TIDS). In 2015-2016, 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"> ✦ airport line marking for 11 communities ✦ initial works on barge/boat ramp upgrades for Masig, Dauan, Hammond, Kubin and Erub communities. ✦ design and construction of the floating component of the Dauan jetty ✦ preliminary survey and design works for the Erub Airport Road. <p>The Northern Peninsula Area works included Bamaga Airport emergency works.</p> <p>In addition to the TIDS schedule of works, the TSRA and the Department of Transport and Main Roads have contributed towards the upgrade of the wharf infrastructure on Hammond Island. Works are set to commence in 2016-2017.</p>
Coordination of infrastructure planning	●	<p>The TSRA works in partnership with key Commonwealth and state government agencies to secure and maintain funding relationships that contribute to key regional infrastructure projects.</p> <p>In 2015-2016, the TSRA developed and implemented a new funding model to support minor community infrastructure projects. This model is a co-funding initiative eligible to the three local government councils in the region.</p> <p>The TSRA worked closely with the three local government councils to coordinate a major infrastructure programme priority list, which was used to support the MIP 6 funding bid.</p>
Community capacity building (grants)	●	<p>Six grants were provided to individuals and community organisations to encourage community safety awareness and capacity building in the current social services providers to improve the wellbeing of communities.</p>
Social and economic engagement partnerships	●	<p>In 2015-2016, 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.</p>

ACTIVITY	FLAG	STATUS
Social services delivered by NGOs (grants)	●	<p>At the completion of the non-government organisations review in 2014-2015, additional funding and organisational support was provided to 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 2015-2016 included:</p> <ul style="list-style-type: none"> ▣ Mura Kosker Sorority – NGO support funding ▣ Port Kennedy Association – community after school care programme ▣ Port Kennedy Association – IT communications and electrical upgrade.

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
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; Associate Degree in Indigenous Community Management and Development; and 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 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 and Policy Reform Programme.
Reduction in service referrals, response timeframes and waiting lists for social services providers	●	The amount 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 in line with the service provisions of those organisations.
Increased participation in TSRA-supported community events by residents and TSRA-funded service organisations	●	The number of residents and TSRA-funded organisations participating in various community events in 2015-2016 increased to 400 participants compared to previous years with an average of 250 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 Awareness Day, Biggest Morning Tea, National Aboriginal and Islander Children's Day, and Child Protection Week.

Legend

○ Not yet started	● Achieved	● Partially achieved	● Not achieved
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NORTHERN PENINSULA AREA LIFEGUARDS NOW FULLY QUALIFIED AFTER COMPLETING THEIR LIFEGUARD TRAINING.

CASE STUDY

Accredited Lifeguard Training

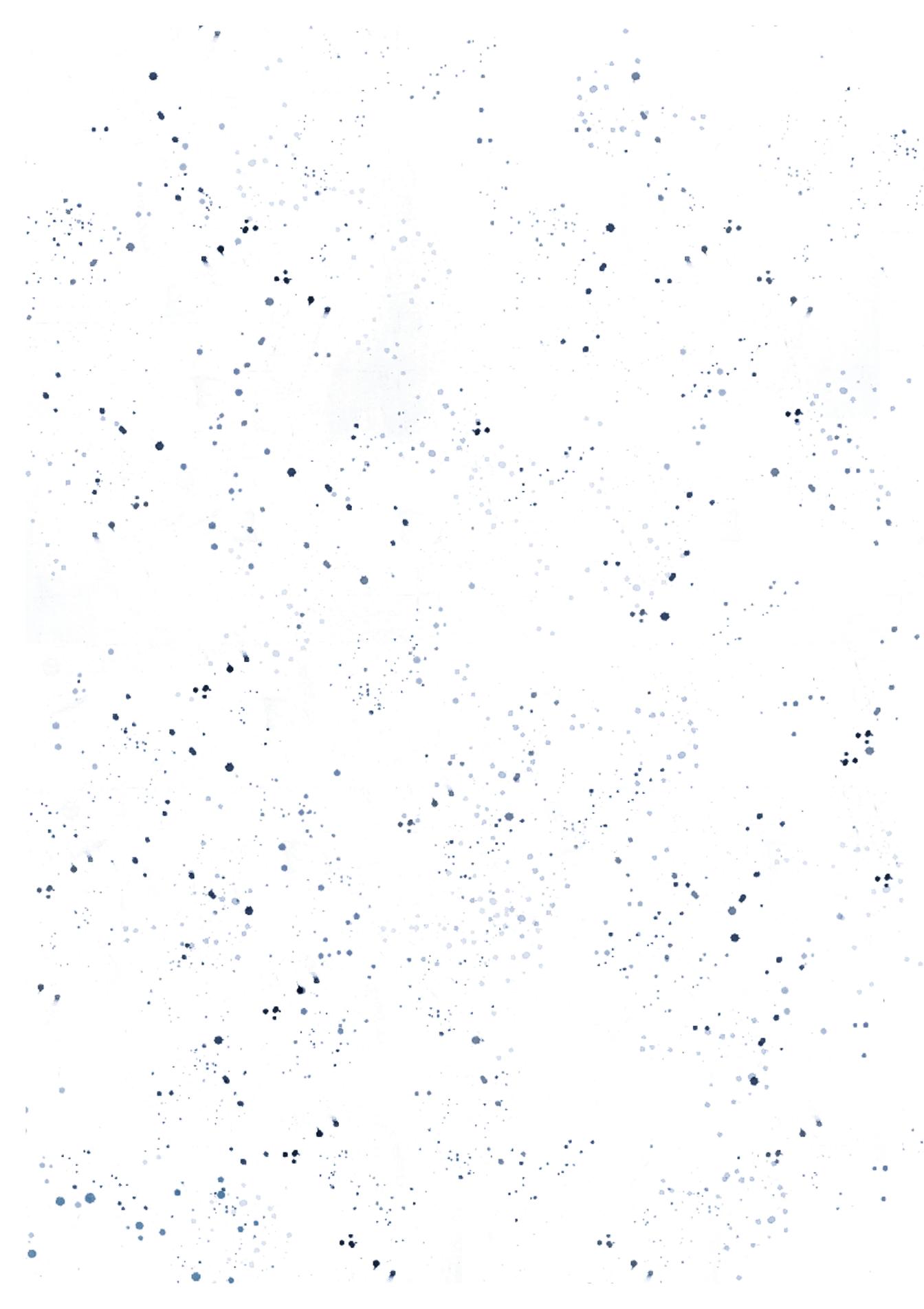
Swimming is a key activity in the Torres Strait and Northern Peninsula Area and safety is the utmost concern for families in the region. In 2015-2016, the TSRA provided grant funding to the Northern Peninsula Area Regional Council to engage a qualified and accredited trainer to provide local people with accredited training in lifeguard duties and enable consistent, safe and effective operation of the swimming pool at Bamaga community.

The aim of the project was to increase public safety and usage at the Bamaga swimming pool by providing a team of local pool attendants with accredited lifeguard training. The funding also covered the costs of attendants' uniforms and essential lifesaving equipment, including rescue tubes and rings, rescue throw bags, a 20-metre throw line, a spine board, reach poles and first aid blankets.

“ A GROUP OF LOCAL PEOPLE ARE NOW QUALIFIED TO SUPERVISE ACTIVITIES AT THE BAMAGA POOL, RESULTING IN IT BEING AVAILABLE FOR OPERATION ALL YEAR ROUND AND AN INCREASE IN LOCAL ATTENDANCE. ”

The project was delivered successfully, with a total of 19 participants attending and completing the training course. The course included lifeguard training, the Bronze Medallion course and the First Aid Certificate.

A group of local people are now qualified to supervise activities at the Bamaga pool, resulting in it being available for operation all year round and an increase in local attendance. Lifesaving equipment is also vital in case of emergency, and staff are easily identifiable by their uniforms, which has increased safety and response times.





SECTION 3

Report of
Operations

Where We Operate

GEOGRAPHY AND LOGISTICS

The Torres Strait is located in Australia and is part of the north-eastern state 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 the islands in the east are volcanic.

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

FIGURE 3-1

The Torres Strait



CULTURE

The picturesque Torres Strait region is inhabited mainly by Torres Strait Islander people and Kaurareg Aboriginal people. As of 30 June 2016, the Australian Bureau of Statistics reported that the total population of the region was 9,519, of whom 7,437 (78.13 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 languages and traditional knowledge, which are passed from one generation to the next. Cultural values are strongly intertwined with traditional ancestral ties and respect for waterways, land and sea and the resources they provide.

“ CULTURAL VALUES ARE STRONGLY INTERTWINED WITH TRADITIONAL ANCESTRAL TIES AND RESPECT FOR WATERWAYS, LAND AND 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 was 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 in the Torres Strait region and most of the uninhabited islands. 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 (Packe Island) and Damaralag. There were no new determinations in 2015-2016. Altogether, 22 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.

“ 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. ”

In 2014-2015 the Australian Government introduced the Indigenous Advancement Strategy, which grouped over 150 Indigenous programmes into five programme streams:

- ✦ 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.



MINISTER FOR INDIGENOUS AFFAIRS SENATOR NIGEL SCULLION CONSULTING WITH THE BADU COMMUNITY.

COAG BUILDING BLOCKS

The TSRA's programme structure is based on the six 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.

In 2009-2010, 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 2012*. A booklet has been prepared for each community and published through the TSRA's Information Publishing Scheme. The ISD community booklets can be accessed on the TSRA website, www.tsra.gov.au.

Thirteen community booklets were updated and published in 2015-2016, with the remainder scheduled for updating in 2016-2017. Progress is measured during community consultation visits, generally covering each community once every second year. The previous reporting period was when the bulk of the updates were made. The status as at 30 June 2016 notes updates from community visits in 2015-2016. This is shown in Table 3-1 and Figure 3-1. Table 3-1 shows the baseline data for 2010, then the progress measured in 2012, 2014 and 2015.

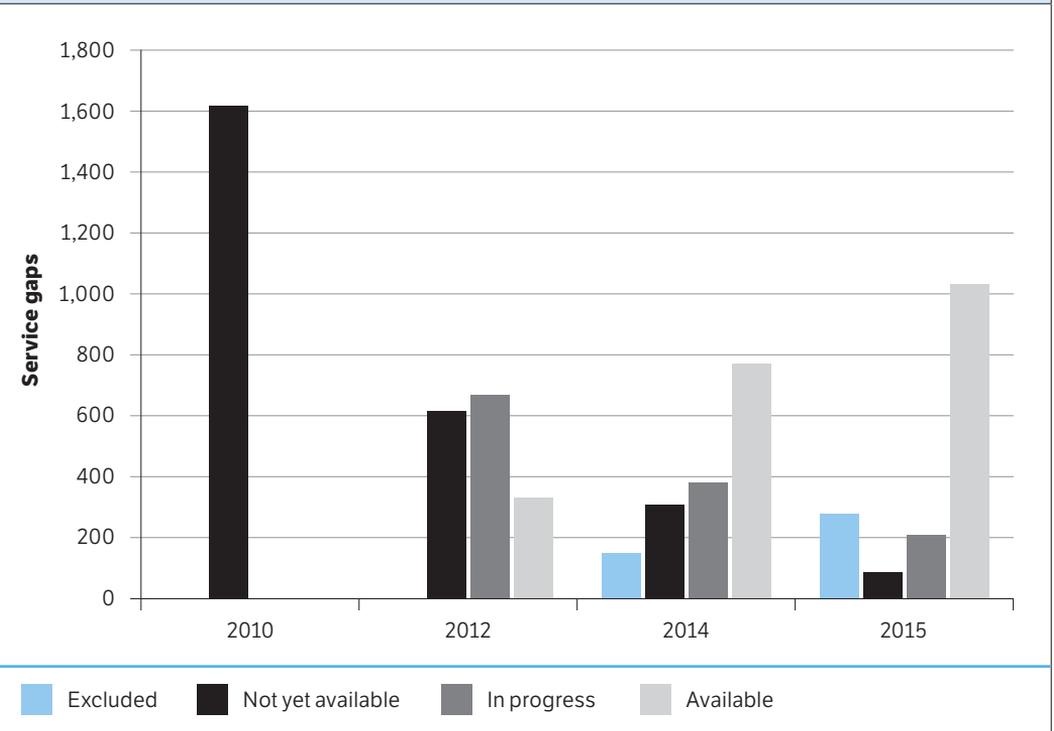
Table 3-1 and Figure 3-1 show significant progress towards addressing the service gaps identified in the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*. From the original 1,613 gaps in 2010, five duplicates have been removed, adjusting the ISD baseline to 1,608.

TABLE 3-1 Summary of community service issues by COAG building block												
BUILDING BLOCK	BASELINE 2010		PROGRESS 2012			PROGRESS 2014			PROGRESS 2015			
	NOT YET PROGRAMMED	NOT YET PROGRAMMED	NOT YET PROGRAMMED	IN PROGRESS	AVAILABLE	EXCLUDED	NOT YET PROGRAMMED	IN PROGRESS	AVAILABLE	EXCLUDED	NOT YET PROGRAMMED	IN PROGRESS
Early Childhood	59	34	20	5	4	18	19	17	7	8	6	36
Schooling	133	32	63	38	4	15	29	84	15	3	14	100
Health	313	117	126	70	19	62	87	144	43	21	49	200
Economic Participation	323	152	108	63	58	67	41	156	104	8	32	176
Healthy Homes	248	74	147	27	16	39	82	109	33	7	42	165
Safe Communities	441	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	1,619	616	671	332	149	309	382	773	278	87	209	1,034

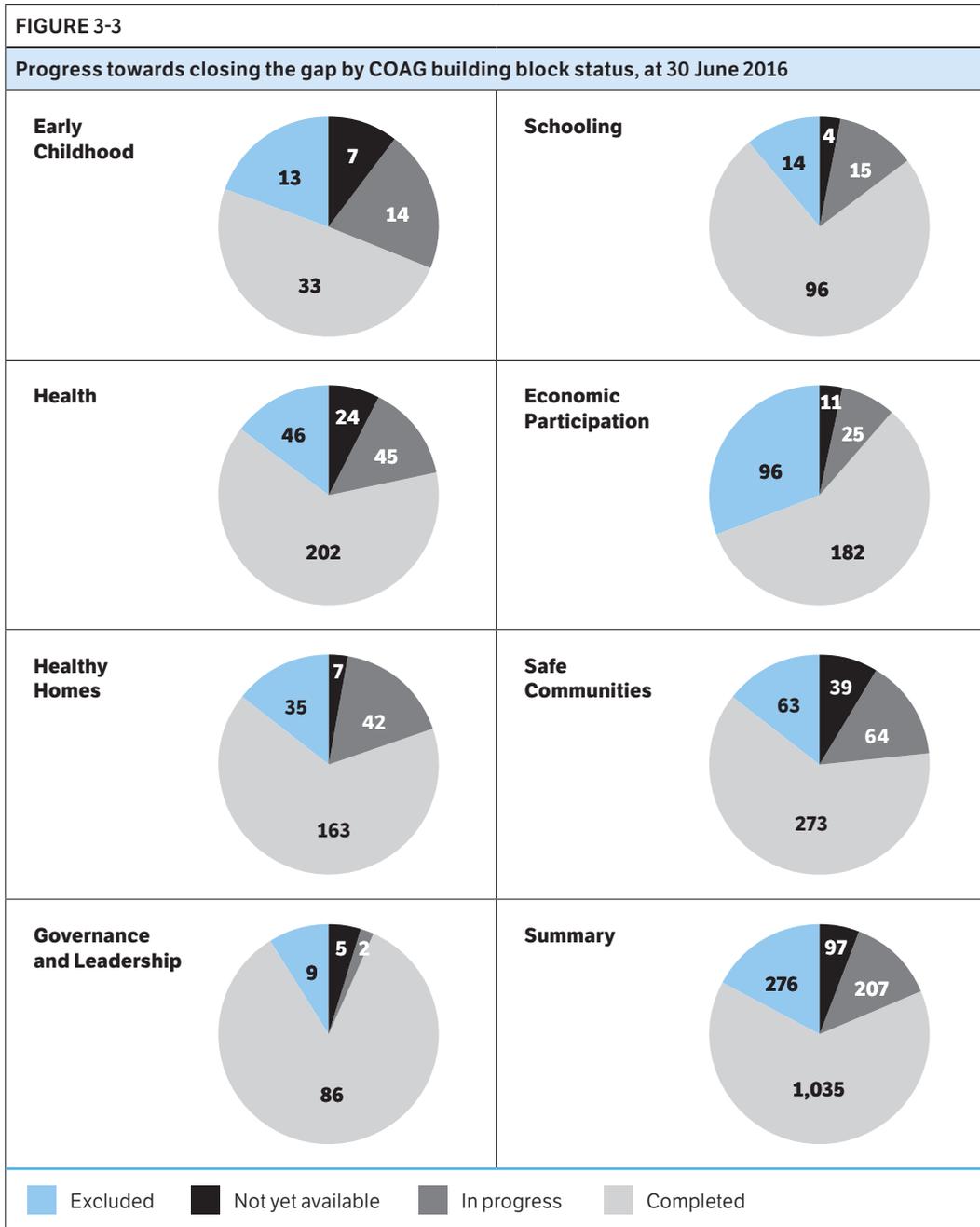
Progress in Service Delivery

FIGURE 3-2

Progress in service delivery against the *Torres Strait and Northern Peninsula Area Regional Plan 2009-2029*



Progress by COAG Building Block



REGIONAL STATISTICS

The latest data available at the time of writing this report was from the Australian Bureau of Statistics (ABS). This data 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 2016.

The figures used in the 2015-2016 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

The comparison of population changes across the Torres Strait and Northern Peninsula Area (Bamaga and Seisia) is shown in tables 3-2 to 3-5.

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 was a slight decrease from 83.1 per cent in 2006. The 2011 figure represented 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%

In 2011, the number of males in the population had decreased, down by 1.6 percentage points on the 2006 figure.

Average age of population of the Torres Strait, including Bamaga and Seisia							
TORRES STRAIT		BAMAGA		SEISIA		REGION	
2006	2011	2006	2011	2006	2011	2006	2011
21	22	22	23	30	31	22	23

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

Employment

Employment data for the Torres Strait columns in Table 3-6 relates only to Torres Strait Islander and Aboriginal people. The figures for Bamaga and Seisia include non-Indigenous employees. The 'not in labour force' figures were reported in the 2006 census but not collected in 2011. These figures represent people of working age who were not seeking employment.

Employment in the Torres Strait, including Bamaga and Seisia								
	TORRES STRAIT		BAMAGA		SEISIA		TOTAL REGION	
EMPLOYMENT TYPE	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	1,513	n/a

Across the region the unemployment rate was 8.8 per cent. This is 2.8 percentage points higher than the Australian rate as at 30 June 2016, which was 6.0 per cent. Seasonally adjusted labour force participation rates for the region are not available. The significant variation in 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-time and part-time positions.



TSRA RANGER CONDUCTS CHAINSAW TRAINING – ONGOING TRAINING IS PROVIDED TO THE RANGERS TO MINIMISE SAFETY RISKS.

Education

The number of people undertaking some form of education was 2,583. The education categories are shown in Table 3-7.

Education in the Torres Strait, including Bamaga and Seisia								
	TORRES STRAIT		BAMAGA		SEISIA		TOTAL REGION	
EDUCATION LEVEL	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 2015 across years 1 through 12 was 88 per cent. This figure is 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 3-8.

Median wealth in the Torres Strait, including Bamaga and Seisia (\$ per week)								
	TORRES STRAIT		BAMAGA		SEISIA		AVERAGE REGION	
INCOME TYPE	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 averages for personal income and household income were \$587 and \$1,253 per week, respectively. The Australian averages were \$577 and \$1,234. In the region, personal earnings were 70.0 per cent of Queensland average earnings and 71.2 per cent of Australian average earnings. Household earnings were 78.6 per cent of Queensland and Australian average earnings.

Housing Tenure

The 2013 ABS QuickStats (June 2016) report showed that there were 1,722 private dwellings, out of a total of 2,291 dwellings. Of those private dwellings, 1,718 had tenure arrangements, as shown in Table 3-9.

Tenure of private dwellings in the Torres Strait, including Bamaga and Seisia								
	TORRES STRAIT		BAMAGA		SEISIA		TOTAL REGION	
TENURE TYPE	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	1,498
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 3-9 indicate a decrease in the number of houses owned in the region between 2006 and 2011. This may have been representative of the decrease in population in the region, reported in Table 3-3. There was a 21.6 per cent increase in the number of properties under mortgage between 2006 and 2011, with all but one property being in Torres Strait communities. The lack of freehold land and long tenure leasehold land in the region remains a barrier to increased home ownership.

Health

A synthesis of data from the ABS and the Australian Aboriginal and Torres Strait Islander Health Survey shows that in 2015-2016:

- ✘ Torres Strait Islander and Aboriginal people were more than three times as likely as non-Indigenous people to have diabetes.
- ✘ Torres Strait Islander and Aboriginal people were twice as likely as non-Indigenous people to have signs of chronic kidney disease.
- ✘ Obesity rates for Torres Strait Islander and Aboriginal females and males were higher than the comparable rates for non-Indigenous people in every age group.
- ✘ Torres Strait Islander and Aboriginal people 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 males between the ages of 35 and 44 was over four times higher than rates for non-Indigenous males. The mortality rate for Torres Strait Islander and Aboriginal females between the ages of 25-29 and 35-39 years was five times higher than the rate for non-Indigenous females.



TSRA STAFF AND COMMUNITY STAKEHOLDERS AT THE ENVIRONMENTAL MANAGEMENT STRATEGY WORKSHOP.

How We Operate

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).

In 2014, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) came into effect, replacing the *Commonwealth Authorities and Companies Act 1997*. The TSRA also falls under the legislative requirements of the PGPA Act in its use and management of public resources. As part of the PGPA Act, the TSRA is required to develop a corporate plan each year outlining its operations. A copy of the TSRA corporate plan for the reporting period can be accessed on the TSRA website.

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 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 February 2016, the Minister for Indigenous Affairs formally appointed the TSRA as the region's NTRB for two years from 2016 to 2018.

“ 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 REGION. ”

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; Native Title; Healthy Communities; 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 programs for Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area;
- (c) to monitor the effectiveness of programs for Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area, including programs conducted by other bodies;
- (d) 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 the 2015-2016 reporting year the TSRA was an agency within 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 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

The Minister for Indigenous Affairs has 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 five Acting Chief Executive Officer appointments between 1 July 2015 and 30 June 2016.

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 the Acting Chief Executive Officer of the TSRA for the periods outlined below:

Appointee: Mr John Ramsay

Duration: 5 to 10 October 2015

Appointee: Mr John Ramsay

Duration: 14 to 18 December 2015

Appointee: Mr Chris de Mamiel

Duration: 21 December 2015 to 8 January 2016

Appointee: Mr Chris de Mamiel

Duration: 4 to 8 April 2016

Appointee: Mr John Ramsay

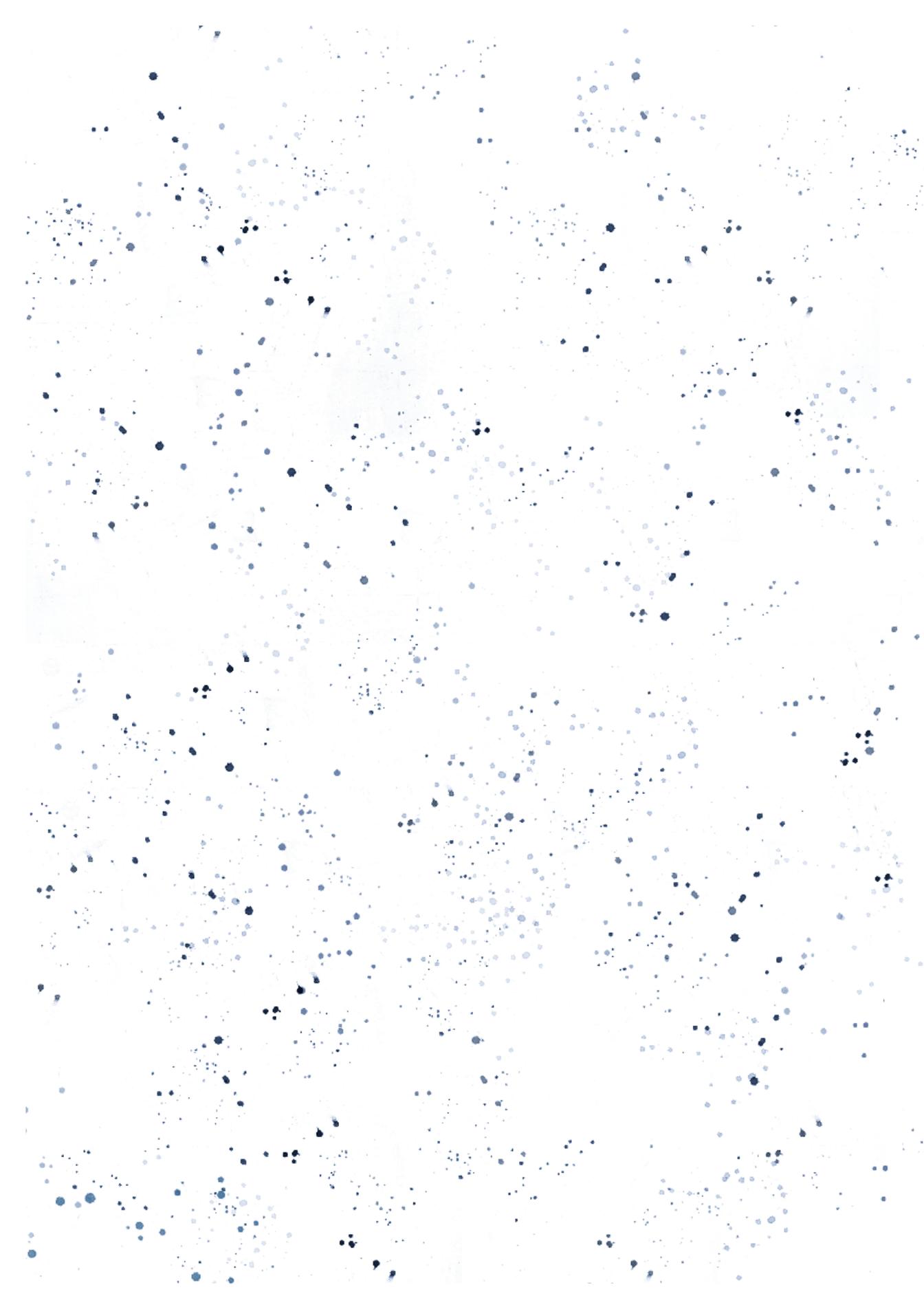
Duration: 27 June to 5 July 2016

BRIEFINGS AND INFORMATION

Throughout the reporting period the TSRA provided ministerial briefings to the Minister for Indigenous Affairs, including quarterly reports against the Statement of Expectations and Statement of Intent detailing the TSRA's operations and service delivery.

JUDICIAL DECISIONS AND REVIEWS

There were no judicial decisions or reviews involving the TSRA in 2015-2016.





SECTION 4

Corporate
Governance and
Accountability

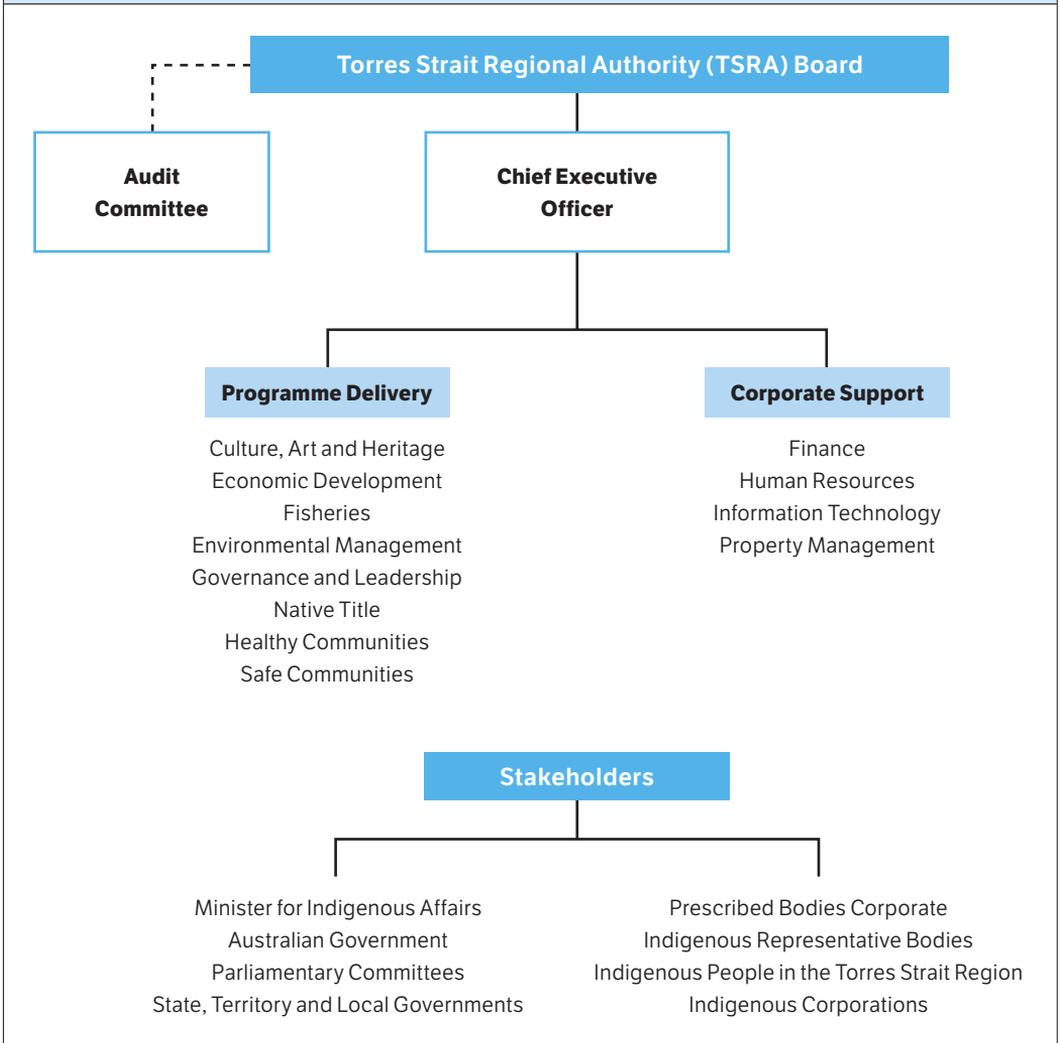


TSRA MEMBER FOR PORT KENNEDY MRS ROMINA FUJII PICTURED WITH THE NEW MER RANGER VESSEL, WHICH WAS ADDED TO THE RANGER VESSEL FLEET IN THE REPORTING PERIOD.

Overview of Governance Structure

FIGURE 4-1

TSRA governance framework



Governance Framework

The TSRA's governance framework provides a system of direction and controls that enable 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 holds scheduled quarterly meetings and issue-specific out-of-session meetings. The Board Chairperson is a full-time office holder, 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.

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

2012-2016 Appointments

The TSRA Board consists of 20 members elected under Division 5 of the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The current Board was elected in the first independent TSRA Board member elections held in 2012. The Board's 20 members represent the communities of Badu, Bamaga, Boigu, Dauan, Erub, Hammond, Ngarupai and Muralag, Iama, Kubin, Mabuiag, Masig, Mer, Port Kennedy, Poruma, Seisia, Saibai, St Pauls, TRAWQ, Ugar and Warraber and will serve on the Board until the next TSRA elections are held in July 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 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 he 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.

In 2008, Mr Elu was made an Officer of the Order of Australia and was 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 position of Mayor of the Northern Peninsula Area Regional Council and Chairperson of the Cape York Natural Resource Management Board, from which he recently resigned.

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

Mr Aven S Noah was elected in September 2012, at the inaugural meeting of the 2012 TSRA Board, as Deputy Chairperson and Portfolio Member for Culture, Art and Heritage.

Mr Noah believes traditional land and sea rights are paramount to the control of resources, and that the TSRA must work closely with Traditional Owners because 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 this year, with the combined meeting with regional leaders, he feels that their actions are starting to breathe oxygen into 'Home Rule'.

Mr Noah is very proud that 2014 marked the TSRA's 20th anniversary and that the TSRA celebrated the occasion by holding the Board's inaugural outer Torres Strait Island meeting in his community, Mer. The 90th TSRA Board meeting coincided with the Meriam people's Mabo Day celebration, where the TSRA Chairperson, supported by the Torres Strait Shire Mayor and the Torres Strait Island Regional Council Mayor, declared that Mabo Day should be recognised as a national public holiday.

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 re-elected for his second consecutive 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 also 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 was instrumental in the formation of Gur A Baradharaw Kod (the 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*, in which 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 of the Sea Claim RNTBC and the 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 Area Working Groups.

Mr Nona is a member on 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 REG 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 is passionate about the employment and skills development of Torres Strait Islander and Aboriginal people and wants to ensure they are given first preference in employment opportunities on civil works projects in the region. Mr Williams runs his own heavy machinery company and has first-hand experience in the earth-moving industry, including the many challenges faced by Torres Strait Islander and Aboriginal people who want to progress in that field.

One of Mr Williams's key concerns is housing in the Northern Peninsula Area and 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 RNTBC. He was the 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 establish 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 as an office holder for a number of organisations, including the Dauanalgalaw (Torres Strait Islanders) Corporation RNTBC; Holy Cross Church Parish, Diocese of Torres Strait; and Outer Islands Rugby League. He is also employed as a Biosecurity Officer for the Department of Agriculture and Water Resources.

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 working 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 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 Islander people 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 aspiration and challenges 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 PNG 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 Islander 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 support of the Ranger Programme and Torres Strait art and culture maintenance. He is acutely aware of the positive influence of arts, culture and heritage on community health, cohesion and wellbeing.

In his second term, Mr Bedford has diligently represented Erub and the region, and, in particular, he has played a constructive role in the economic and cultural development of the Torres Strait for Torres Strait Islander and Aboriginal people.



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 of 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 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 aligns to the services provided by established organisations, businesses and partnerships in the region; and real land tenure to encourage outside investment in 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 Sailsa 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, Badu Ar Mua Migi Lagal (Torres Strait Islanders) Corporation RNTBC, Kaurareg Native Title (Aboriginal) Corporation RNTBC and Kaurareg Land Trust and sits on the Cape York Land Council. He held the position of Chairman of Kubin Community for nine years between 2000 and 2009.

Mr Savage has many years' experience working on the railways, and for the past four 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 MABUIAG

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 Sport 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.

Mr Fell is focused on achieving affordable housing for Torres Strait Islander people and working towards empowering his people through accessible employment and training opportunities.



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 17 years experience in the Australian Public Service, working for the Australian Quarantine and Inspection Service (now part of the Department of Agriculture and Water Resources), and for the Department of Immigration and Citizenship as a Movement Monitoring Officer. 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 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 the region.



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 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 of experience in the light marine industry. He is owner-operator of a sea cat marine charter, and a director of the Torres Shire 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 and the outer islands.

As a TSRA Board member, Mr Loban is 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.



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 was also nominated by the TSRA to represent the Torres Strait on the National Longitudinal Study of Indigenous Children Steering Committee.

Mrs Fujii is the Chairperson of the Health Science Advisory Committee for James Cook University in the Torres Strait; the Chair of the Torres Strait Aged Association, which auspices the Home and Community Care programme for the inner islands; and the Chairperson of the Rotary Club of Thursday Island. Mrs Fujii is a financial member of the Port Kennedy Association Inc.

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.

Mrs Fujii has worked as a volunteer in not-for-profit organisations such as Lena Passi Women's Shelter and Mura Kosker Sorority.

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 shares 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 are 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 Councillor for Poruma on the Torres Strait Island Regional Council and is the Chairperson of the Poruma Zazethau Lag Torres Strait Islanders Corporation and a director of the Porumalgal (Torres Strait Islanders) Corporation RNTBC. 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 to the erosion of low-lying islands that satisfies community expectations and concerns.

Mr Pearson comes from one of the communities that is affected by mobile phone signal black spots and is keen to work with the initiatives currently 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 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 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 the cycle of, 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 Koei Kaziil 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 primary 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 the 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 tangible outcomes for the wellbeing of Indigenous people living in 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 businesses 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 John Abednego was re-elected for a fifth term on 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, a 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, 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 Waiben (Thursday Island). He identifies as both Aboriginal and Torres Strait Islander, as his grandfather was traditionally adopted to the Wuthathi Tribe.

In September 2012 Mr Stephen was elected to the TSRA Board for the first time. During the past four years of 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 has worked vigorously to address regional issues across Zenadth Kes (Torres Strait), including being an active member on a number of committees such as Prawn Fisheries, Finfish Fisheries, Native Title, Scientific Studies and the Raine Island Reference Group.



TSRA BOARD MEETING IN SESSION.

Board Meetings

The TSRA Chairperson is required to convene at least four meetings of the TSRA Board 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 Board to enable the TSRA to carry out its functions.

During 2015-2016, the TSRA Board held four general meetings and one special meeting, as detailed in Table 4.1.

TABLE 4-1			
Board meetings and apologies			
MEETING NO.	DATES	APOLOGIES	ABSENT
95	9–10 September 2015	Mr Reg Williams Mr Maluwap Nona	Nil
96	2–4 December 2015	Mr Mario Sabatino Mr Saila Savage Mr Sam Maka Mr Maluwap Nona (Day 1 – apology for morning session, Day 2 – apology, Day 3 – apology for morning session)	Nil
97	2–3 March 2016	Mr Reg Williams Mr Mario Sabatino (Day 2)	Mr Sam Maka
98	15–16 June 2016	Mr Sam Maka Mr Reg Williams Mr Mario Sabatino	Mr Willie Lui (Day 1)
Special meeting	14 April 2016	Mr John Abednego Mr Kenny Bedford Mr Maluwap Nona	Mr Sam Maka Mr Reg Williams Mr Mario Sabatino

Attendance at Board meetings is 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	3.5 of 4
Mr John Abednego	4 of 4
Ms Chelsea Aniba	4 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	1 of 4
Ms Hilda Mosby	4 of 4
Mr Maluwap Nona	2.5 of 4
Mr Francis Pearson	4 of 4
Mr Eric Peter	4 of 4
Mr Mario Sabatino	1.5 of 4
Mr Saila Savage	3 of 4
Mr Jerry Stephen Jr	4 of 4
Mr Reg Williams	1 of 4

TSRA Board Charter and Ethics

In 2016, the second edition of the TSRA Board Charter was adopted. 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, TSRA's Charter of Representation, Performance and Accountability and the terms of reference relating to Board committees.

Board Member Induction

During 2015-2016 there were no changes to the composition of the TSRA Board. No board induction training was conducted.

TSRA Board Code of Conduct

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

Strategic Planning

The TSRA undertakes a strategic planning and training workshop for Board members in November each year. The 2015-2016 Strategic Planning and Training Workshop was held over three days in November 2015, where Board members received training on financial planning and funding proposal processes. A key part of the workshop was forward planning, which included discussing ideas for 2016-2017 and beyond and a review of the TSRA's programme structure under the current *Torres Strait Development Plan 2014-2018* and its alignment to the Indigenous Advancement Strategy. Other topics covered were a review of the role of the Executive Committee, and the TSRA's progress against the Minister's Statement of Expectations and TSRA's Statement of Intent.

“ THE TSRA PROVIDES OPPORTUNITIES FOR BOARD MEMBERS TO UNDERTAKE ACCREDITED TRAINING IN THE AREAS OF GOVERNANCE, LEADERSHIP AND BUSINESS. ”

Training and Education

The TSRA provides opportunities for Board members to undertake accredited training in the areas of governance, leadership and business. Board members are also eligible to apply for the TSRA's Leadership Capacity Building Programmes. Qualifications earned by Board members are noted in the profiles of TSRA Board members in this section of the Annual Report.

EXECUTIVE COMMITTEE

The TSRA Board formed an Executive Committee at the beginning of its term 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 if 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 *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, TSRA decisions and achievements as they relate to the Executive Committee's portfolio responsibilities.

Membership

The 2015-2016 TSRA Executive Committee members and their portfolio responsibilities are shown in Table 4-3.

TABLE 4-3	
Membership of the 2015-2016 Executive Committee	
MEMBER	ROLE
Mr Joseph Elu	Chairperson and Portfolio Member for Governance and Leadership
Mr Aven S Noah	Deputy Chairperson and 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

Meeting Dates

In 2015-2016, the TSRA Executive Committee met four times, as shown in Table 4-4.

TABLE 4-4		
Executive Committee meeting dates and apologies		
DATE	APOLOGIES	ABSENT
7 September 2015	Mr Maluwap Nona	
30 November 2015	Mr Maluwap Nona Mr Sam Maka Mr Keith Fell	
29 February 2016	Mr Maluwap Nona	Mr Sam Maka
13 June 2016	Mr Sam Maka Mr John Abednego Mr Kenny Bedford (arrived at 10.55 am)	

Attendance

Attendance at TSRA Executive Committee meetings in 2015-2016 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 Noah	4 of 4
Mr Willie Lui	4 of 4
Mr John Abednego	3 of 4
Mr Kenny Bedford	3.5 of 4
Mr Keith Fell	3 of 4
Mr Sam Maka	1 of 4
Mr Maluwap Nona	1 of 4

OTHER BOARDS AND COMMITTEES

Programme Steering Committee

The TSRA has in place 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 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 the appointment of 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 company ShineWing Australia (previously Moore Stephens Accountants and Advisers). 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.

MEMBERSHIP

The membership of the Audit Committee during 2015-2016 is shown in Table 4-6.

Audit Committee members	
NAME	ROLE
Mr Adrian Kelly	Chairperson and independent member
Mrs Romina Fujii	Member for Port Kennedy and rotational member
Mr Yen Loban	Member for Ngarupai and Muralag
Mr Kiwat Lui	Member for St Pauls

MEETING DATES

The Audit Committee met four times in 2015-2016, as shown in Table 4-7.

TABLE 4-7	
Audit Committee meeting dates and apologies	
DATE	APOLOGIES
8 September 2015	Nil
1 December 2015	Nil
1 March 2016	Nil
14 June 2016	Nil

ATTENDANCE

Members' attendance at Audit Committee meetings is shown in Table 4-8.

TABLE 4-8	
Attendance at Audit Committee meetings	
MEMBER	NUMBER OF MEETINGS ATTENDED
Mrs Romina Fujii	4 of 4
Mr Yen Loban	4 of 4
Mr Kiwat Lui	4 of 4

Enabling Functions

INFORMATION MANAGEMENT AND TECHNOLOGY

Telstra Regional Communications Upgrade

The TSRA has continued to work with Telstra to improve regional communications. A submission supported by both Telstra and the TSRA was made to the Mobile Black Spot Programme Round 2 funding; however, it was not successful. The TSRA, in partnership with Telstra, will continue to engage at the Commonwealth, state and local government levels to seek support and commitment for the required capital for this proposed project in the coming financial year.

Information and Communications Technology (ICT) Infrastructure

As part of an initiative to begin to move the TSRA's ICT systems and services to the cloud, the ICT team has been working closely with Telstra to improve the network communications infrastructure to TSRA offices. With the upgrade of the internet links for TSRA offices on Thursday Island and in Cairns, the focus has been identifying which systems and services are best moved into the cloud. The TSRA has been in negotiation with vendors of the TSRA's existing finance and human resource systems to look at the best option for these programmes to ensure ongoing ease of access for TSRA staff.

Grant Management System

The TSRA transitioned to a new grant management system in the reporting period. The transition migrated all data contained in the TSRA's previous grant management system onto a new platform called Smarty Grants, which was provided by the Australian Institute of Grants Management. All grant data was migrated to Smarty Grants by 30 June 2016 and existing grant management practices were reviewed and processes developed to align with current best practice. The TSRA will be using its new grant management system from 2016-2017 onwards.

Support for Outer Island Ranger Sites

The ICT team has continued to seek improvements to the level of service provided to the outer island ranger sites. In the reporting period, the TSRA trialled an initiative to have a full-time ICT staff member based at one of the TSRA ranger sites to focus on outer island ICT support. The trial was successful and the TSRA is considering options to continue the arrangement in the coming financial year.

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. Table 4-9 provides an overview of the TSRA's environmental activities and operations in relation to section 516A of the EPBC Act.

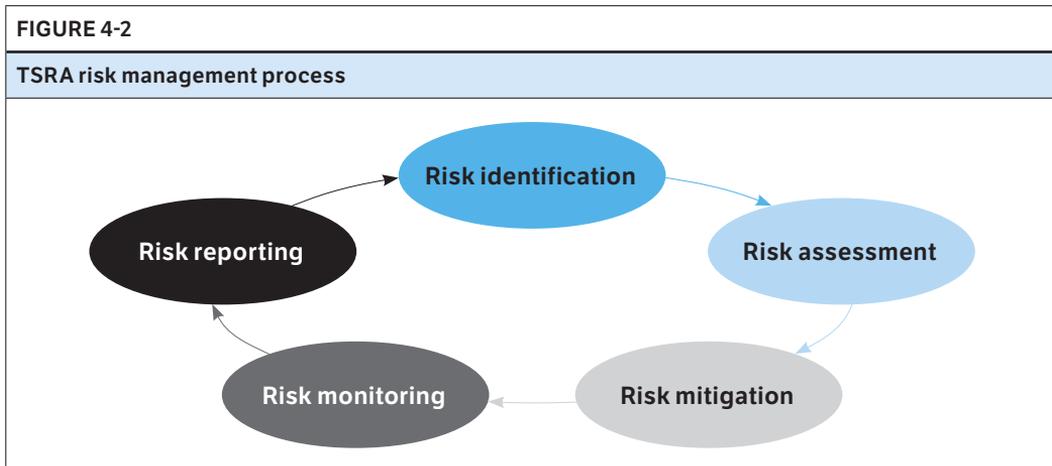
TABLE 4-9	
Report on compliance with the EPBC Act, section 516A	
REPORTING REQUIREMENT	TSRA RESPONSE
How the TSRA's activities accord with the principles of ecologically sustainable development	<p>The TSRA has reviewed and published an environmental policy outlining measures to improve its ecological sustainability.</p> <p>During 2015-2016, the TSRA worked on implementing activities identified through its environmental management system, focused on ensuring 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"> ❑ employing Aboriginal and Torres Strait Islander people 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 implementing management strategies for invasive fish, cane toads, and feral dogs impacting on green turtle nesting sites, and developing a regional pest management strategy ❑ producing biodiversity profiles, fauna surveys and fire management plans for all inhabited Torres Strait islands ❑ providing technical assistance to improve food production in the Torres Strait through a sustainable horticulture programme ❑ working with communities for sustainable management of turtles and dugongs ❑ working with Ergon Energy and other partners to increase the use of renewable energy technologies ❑ developing and implementing actions to build sustainability and resilience across the region through planning for climate change impacts ❑ monitoring environmental change across the region.

TABLE 4-9 (continued)

Report on compliance with the EPBC Act, section 516A	
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 2015-2016.
Measures taken to minimise environmental impacts	<p>Actions during 2015-2016 included:</p> <ul style="list-style-type: none"> ✘ continuing the operation of three solar photovoltaic systems on TSRA office sites, resulting in a projected annual energy saving of 140,000 kilowatt hours ✘ 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"> ✓ 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 ✘ 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 ✘ adopting appropriate technologies to reduce travel and reduce the TSRA's dependence on paper-based filing systems, including <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.

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 involving a systematic process for maintaining risk within an acceptable level (Figure 4-2).



Risk Identification

Risk identification involves identifying the issues that are likely to negatively affect 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 and/or 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 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 the 2015-2016 reporting period 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 2015-2016 audit was conducted in August 2016. 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 fraud control mechanisms in accordance with section 10 of the *Public Governance, Performance and Accountability Act 2013* (Cth). No incidents of fraud were detected in 2015-2016.

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'.

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 2015-2016 to ensure 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 2015-2016 was \$10,082.



MINISTER FOR INDIGENOUS AFFAIRS SENATOR THE HON NIGEL SCULLION, TORRES SHIRE MAYOR PEDRO STEPHEN, TSRA CHAIRPERSON JOSEPH ELU AND KAURAREG NATIVE TITLE ABORIGINAL CORPORATION CHAIRPERSON MILTON SAVAGE.

Directors' Interests Policy

In accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) and the PGPA Rule, 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 processes apply 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 continues to be 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

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 2016 the next TSRA Enterprise Agreement was still being negotiated. The salary ranges for staff covered under the current enterprise agreement range from \$42,334 for an APS Level 1 staff member to \$130,164 for an Executive Level 2 staff member.

Payroll and Leave Records

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

Learning and Development

The TSRA's employees attended internal and external learning and development courses throughout 2015-2016. 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.

As part of their induction, all new TSRA employees complete the Australian Public Service Commission's online induction programme. In addition, all TSRA employees with a requirement for field 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 Management Arrangements

The TSRA fulfilled its responsibilities under the *Work Health and Safety Act 2011* (Cth) in 2015-2016.

The TSRA has a work health and safety management system. There were two notifications 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 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 work health and safety policy and operational matters. Employees are informed of current issues and receive work 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 work 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. The TSRA provides staff who travel frequently in helicopters as part of their duties with helicopter underwater escape training and provides flu vaccinations as well as a healthy lifestyle reimbursement of up to \$200 per year for employees.

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



TSRA STAFF CONDUCT APS LEGISLATION AND DECISION-MAKING TRAINING.

Workplace Diversity

The TSRA is committed to supporting a culture of equity, inclusion and diversity, and to ensuring the TSRA workforce is representative of the broader community. The TSRA upholds the Australian Public Service Values and strives to provide a workplace that is free from discrimination and recognises the diversity of the Torres Strait Islander and Aboriginal communities that it serves. All TSRA staff receive up-to-date information on developments in human resources, including developments in equal employment 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 4-10 and 4-11 provide information on the TSRA's employee numbers and classifications as at 30 June 2016.

Staff profile at 30 June 2016 by APS level	
CLASSIFICATION	NUMBER OF STAFF
SES or equivalent	2
Executive Level 2	6
Executive Level 1	19
APS 6	29
APS 5	24
APS 4	7
APS 3	26
APS 2	14
APS 1	25
Total	152

Staff profile at 30 June 2016 by equal employment opportunity group				
CLASSIFICATION	MALE	FEMALE	TORRES STRAIT ISLANDER OR ABORIGINAL	PEOPLE WITH DISABILITY
SES or equivalent	2	0	2	0
Executive Level 2	4	2	1	0
Executive Level 1	8	11	4	0
APS 6	14	15	15	1
APS 5	5	19	19	0
APS 4	2	5	7	0
APS 3	15	11	25	0
APS 2	8	6	14	0
APS 1	21	4	25	0
Total	79	73	112	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 were no longer required to report on these functions.

Freedom of Information

Agencies subject to the *Freedom of Information Act 1982* (Cth) are required to publish information to the public as part of the Information Publication Scheme. This requirement is in Part II of the Act and has replaced the former requirement to publish a section 8 statement in an annual report. An agency plan showing what information is published in accordance with the requirements is available on the TSRA's website (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 historic Green Hill Fort. The Green Hill Fort 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 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 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.

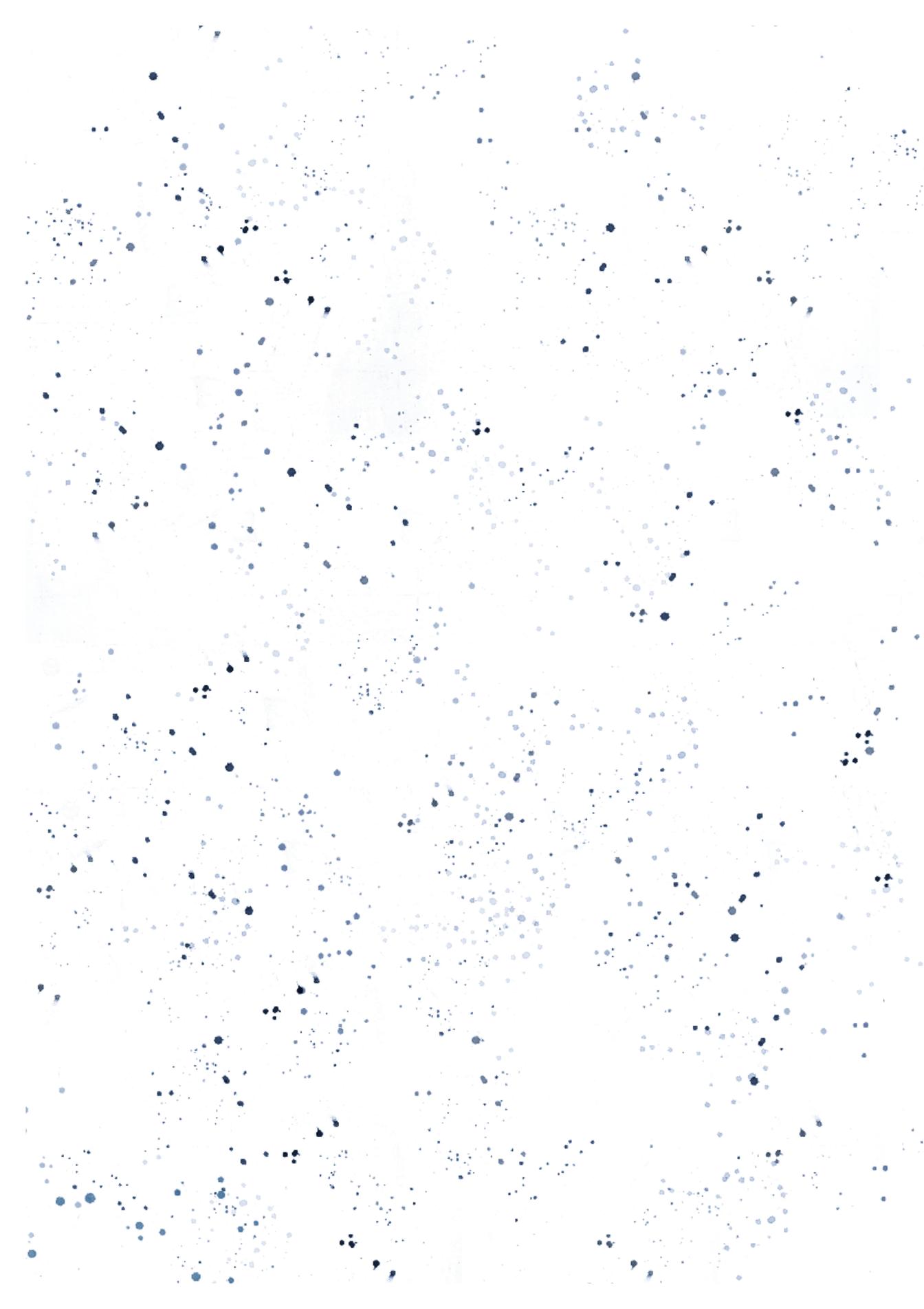
The TSRA offices have been through significant and ongoing upgrades to ICT systems, equipment, air-conditioning and other soft infrastructure to ensure compliance and scalability to meet current and future demands.

Renovations to residential property have been carried out in line with the TSRA five-year maintenance programme.

A works project, approved by the public works committee, is 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.

Disclosure of Sacred Matters

In accordance with section 144ZB(4) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA Annual Report 2015-2016 does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islander or Aboriginal people.





SECTION 5

Financial
Statements

Financial Statements

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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 2016, 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; and
- Notes to the financial statements

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 2016 and its financial performance and cash flows for the year then ended.

Accountable Authority's Responsibility for the Financial Report

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 is also responsible for such internal control as the Directors determine 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.

GPO Box 707 CANBERRA ACT 2601
19 National Circuit BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

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 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.

Australian National Audit Office



Lorena Skipper
Senior Director

Delegate of the Auditor-General

Canberra
2 September 2016

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

In our opinion, the attached financial statements for the year ended 30 June 2016 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

2 September 2016

Signed



Mr W See Kee
Chief Executive Officer

2 September 2016

Signed



Mr C de Mamiel
Chief Financial Officer

2 September 2016

TORRES STRAIT REGIONAL AUTHORITY
Statement Of Comprehensive Income

for the period ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	16,273	16,712	16,008
Suppliers	1.1B	16,729	18,357	19,223
Grants	1.1C	36,319	29,350	14,658
Depreciation and amortisation	2.2A	1,522	1,325	891
Finance costs	1.1D	56	91	150
Write-down and impairment of assets	1.1E	132	-	-
Loss on disposal of non-financial assets	1.1F	9	70	-
Total expenses		71,040	65,905	50,930
Own-Source Income				
Own-source revenue				
Sale of goods and rendering of services	1.2A	621	460	556
Interest	1.2B	1,280	1,742	1,462
Other revenue	1.2C	30,358	15,774	9,414
Total own-source revenue		32,259	17,976	11,432
Gains				
Reversal of write-downs and impairment	1.2D	289	248	-
Total gains		289	248	-
Total own-source income		32,548	18,224	11,432
Net cost of services		38,492	47,681	39,498
Revenue from Government	1.2E	39,498	48,159	39,498
Surplus on continuing operations		1,006	478	-

	Notes	2016 \$'000	2015 \$'000	Original Budget \$'000
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		508	978	-
Total other comprehensive income		508	978	-

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

TORRES STRAIT REGIONAL AUTHORITY
Statement Of Financial Position

as at 30 June 2016

	Notes	2016 \$'000	2015 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	9,277	2,790	1,687
Trade and other receivables	2.1B	5,678	7,641	6,409
Other investments	2.1C	24,500	33,300	17,500
Total financial assets		39,455	43,731	25,596
Non-financial assets				
Land and buildings	2.2A	43,778	35,524	51,536
Plant and equipment	2.2A	1,524	1,729	3,140
Heritage and cultural	2.2A	60	60	60
Total non-financial assets		45,362	37,313	54,736
Total assets		84,817	81,044	80,332
LIABILITIES				
Payables				
Suppliers	2.3A	2,235	3,263	2,680
Grants	2.3B	3,600	386	288
Other payables	2.3C	54	436	1,567
Total payables		5,889	4,085	4,535
Provisions				
Employee provisions	3.1A	3,602	3,147	3,441
Total provisions		3,602	3,147	3,441
Total liabilities		9,491	7,232	7,976
Net assets		75,326	73,812	72,356
EQUITY				
Contributed equity		32	32	32
Reserves		15,348	14,840	13,862
Retained surplus		59,946	58,940	58,462
Total equity		75,326	73,812	72,356

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 2016

	2016	2015	Original Budget
Notes	\$'000	\$'000	\$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	32	32	32
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	58,940	58,462	58,462
Adjusted opening balance	58,940	58,462	58,462
Comprehensive income			
Surplus for the period	1,006	478	-
Total comprehensive income	1,006	478	-
Closing balance as at 30 June	59,946	58,940	58,462
ASSET REVALUATION RESERVE			
Opening balance			
	14,840	13,862	13,862
Adjusted opening balance	14,840	13,862	13,862
Comprehensive income			
Other comprehensive income	508	978	-
Total comprehensive income	508	978	-
Closing balance as at 30 June	15,348	14,840	13,862
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	73,812	72,356	72,356
Adjusted opening balance	73,812	72,356	72,356
Comprehensive income			
Surplus for the period	1,006	478	-
Other comprehensive income	508	978	-
Total comprehensive income	1,514	1,456	-
Closing balance as at 30 June	75,326	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 2016

	Notes	2016 \$'000	2015 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from government		39,498	48,159	39,498
Sale of goods and rendering of services		31,303	15,850	9,970
Interest		1,124	1,673	1,312
Net GST received		4,032	2,638	-
Total cash received		75,957	68,320	50,780
Cash used				
Employees		16,200	16,570	16,008
Suppliers		19,532	21,276	19,223
Loan payments		4	65	-
Grants		34,321	31,059	14,808
Total cash used		70,057	68,970	50,039
Net cash from/(used by) operating activities	1.3A	5,900	(650)	741
INVESTING ACTIVITIES				
Cash received				
Loan receipts		1,072	1,270	600
Investments		8,800	4,094	12,294
Total cash received		9,872	5,364	12,894
Cash used				
Loan payments		213	724	450
Purchase of property, plant and equipment		9,072	3,911	14,853
Total cash used		9,285	4,635	15,303
Net cash from/(used by) investing activities		587	729	(2,409)
Net increase/(decrease) in cash held		6,487	79	(1,668)
Cash and cash equivalents at the beginning of the reporting period		2,790	2,711	3,355
Cash and cash equivalents at the end of the reporting period	2.1A	9,277	2,790	1,687

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

Overview

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 programmes is dependent on Government policy and on continuing funding by Parliament for the TSRA's administration and programmes.

The Basis of Preparation

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

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2015; 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.

New 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.

There were no new/revised/amending standards and/or interpretations issued prior to the signing of the statement by the accountable authority and chief financial officer, which were applicable to the current reporting period and had a material effect on the entity's financial statements.

Future Australian Accounting Standard Requirements

The following new/revised/amending standards and/or interpretations were issued by the Australian Accounting Standards Board prior to the signing of the statement by the accountable authority and chief financial officer, which are expected to have a material impact on the entity's financial statements for future reporting period(s):

Standard/ Interpretation	Application date for the entity ¹	Nature of impending change/s in accounting policy and likely impact on initial application
AASB 15 - Revenue from Contracts with Customers	1-Jul-2018	The standard changes the timing of recognition of some sources of revenue. The TSRA will be likely to be impacted by the standard by recognising grant income when the services relating to the grant are performed rather than when the grant is received.
AASB 16 - Leases	1-Jul-2019	The standard changes the accounting treatment of operating leases to be the same as finance leases. The TSRA will be likely to be impacted by the standard by being required to account for operating leases in the balance sheet.

1. The entity's expected initial application date is when the accounting standard becomes operative at the beginning of the entity's reporting period.

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

Taxation

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

Events After the Reporting Period

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

Financial Performance

This section analyses the financial performance of the Torres Strait Regional Authority for the year ended 2016.

1.1 Expenses

	2016 \$'000	2015 \$'000
1.1A: Employee benefits		
Wages and salaries	12,798	12,232
Superannuation		
Defined contribution plans	1,030	2,020
Defined benefit plans	493	469
Leave and other entitlements	1,952	1,991
Total employee benefits	16,273	16,712

Accounting Policy

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

1.1B: Suppliers

Goods and services supplied or rendered

Consultants and professional fees	5,656	6,314
Travel	3,728	3,158
Repairs and maintenance	570	831
Other staff costs	451	414
Office running costs	1,800	1,413
Property costs	510	473
Transport, freight and storage	556	647
Media, advertising and public relations	281	319
Other	1,818	3,529
Total goods and services supplied or rendered	15,370	17,098
Goods supplied	374	342
Services rendered	14,996	16,756
Total goods and services supplied or rendered	15,370	17,098

Other suppliers

Operating lease rentals in connection with		
Minimum lease payments	1,292	1,139
Workers compensation expenses	67	120
Total other suppliers	1,359	1,259
Total suppliers	16,729	18,357

Leasing commitments

The Torres Strait Regional Authority in its capacity as lessor leases and sub-leases houses to staff for negotiated rents.

The TSRA in its capacity as lessee leases 4 offices, houses for staff accommodation and facilities for the ranger programme on the outer islands. One office lease is for a period of 2 years with 1 subsequent 2 year renewal option. One office lease is for a period of 1 year with 1 subsequent 4 year renewal option. One office lease is for a period of 1 year with 1 subsequent 3 year renewal option and the other office lease is for a remaining period of 2 years with no option for renewal. Lease terms for houses range from 1 month to 1 year with varying expiry dates. Lease terms for ranger facilities are for 1 year.

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

Within 1 year	841	939
Between 1 to 5 years	106	983
Total operating lease commitments	947	1,922

Accounting Policy

The TSRA does not have any finance leases.

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

	2016	2015
	\$'000	\$'000
1.1C: Grants		
Public sector:		
Australian Government entities (related parties)	2,292	3,181
State and Territory governments	500	516
Local governments	25,622	13,214
Private sector:		
Non-profit organisations	3,305	4,959
For-profit organisations	4,600	7,480
Total grants	36,319	29,350

1.1D: Finance costs

Write down of loans to net present value	56	91
Total finance costs	56	91

Accounting Policy

All borrowing costs are expensed as incurred.

1.1E: Write-down and impairment of assets

Receivables goods and services - external parties provided for as impaired	132	-
Total write-down and impairment of assets	132	-

1.1F: Loss on disposal of non-financial assets

Loss on disposal of non-financial assets - carrying value of assets disposed	9	70
Total loss on disposal of non-financial assets	9	70

1.2 Own-Source Revenue and Gains

	2016	2015
	\$'000	\$'000

Own-Source Revenue**1.2A: Sale of goods and rendering of services**

Sale of goods	228	161
Rendering of services	393	299
Total sale of goods and rendering of services	621	460

Accounting Policy

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the TSRA retains no managerial involvement or effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- 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:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- 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.

1.2B: Interest

Loans	291	325
Deposits	989	1,417
Total interest	1,280	1,742

Accounting Policy

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

	2016	2015
	\$'000	\$'000

1.2C: Other revenue

Rent	9	32
Other Government contributions	30,349	15,742
Total other revenue	30,358	15,774

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

Reversal of losses from remeasuring loans and receivables	83	244
Reversal of impairment losses	206	4
Total reversals of previous asset write-downs and impairments	289	248

1.2E: Revenue from Government

Department of Prime Minister and Cabinet		
Corporate Commonwealth entity payments	39,498	48,159
Total revenue from Government	39,498	48,159

Accounting Policy**Revenue from Government**

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

1.3 Cash Flow Reconciliation

1.3A: Cash flow reconciliation

	2016	2015
	\$'000	\$'000
Reconciliation of cash and cash equivalents as per statement of financial position and cash flow statement		
Cash and cash equivalents as per		
Cash flow statement	9,277	2,790
Statement of financial position	9,277	2,790
Discrepancy	-	-
Reconciliation of net cost of services to net cash from/(used by) operating activities		
Net cost of services	(38,492)	(47,681)
Revenue from Government	39,498	48,159
Adjustments for non-cash items		
Depreciation	1,522	1,325
Net write down of financial assets	184	25
Loss on disposal of assets	9	70
Reversal of previous loan writedowns and impairments	(289)	(248)
Interest on concessional loans	(156)	(69)
Movement in assets and liabilities		
Assets		
Decrease/(Increase) in net receivables	1,365	(1,485)
Liabilities		
Increase in employee provisions	455	96
(Decrease) in supplier payables	(1,028)	(985)
Increase in grants payable	3,214	98
(Decrease)/Increase in other payables	(382)	45
Net cash from/(used by) operating activities	5,900	(650)

Financial Position

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

2.1 Financial Assets

	2016	2015
	\$'000	\$'000

2.1A: Cash and cash equivalents

Cash on hand or on deposit	7,074	944
Cash on hand or on deposit - TSRA Housing Fund	2,203	1,846
Total cash and cash equivalents	9,277	2,790

The Aboriginal and Torres Strait Islander Act 2005 (ATSIA 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.

Accounting Policy

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

- a) cash on hand;
- 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; and
- c) cash in special accounts.

2.1B: Trade and other receivables

Goods and services receivables

Goods and services	308	302
Total goods and services receivables	308	302

Other receivables

GST receivable from the Australian Tax Office	1,017	2,057
Loans	4,429	5,102
Interest	66	286
Total other receivables	5,512	7,445
Total trade and other receivables (gross)	5,820	7,747

Less impairment allowance

Loans	(10)	(106)
Goods and services	(132)	-
Total impairment allowance	(142)	(106)

Total trade and other receivables (net)

5,678	7,641
-------	-------

Trade and other receivables (net) expected to be recovered

No more than 12 months	1,983	3,408
More than 12 months	3,695	4,233
Total trade and other receivables (net)	5,678	7,641

Trade and other receivables (gross) aged as follows

Not overdue	5,574	7,505
Overdue by		
0 to 30 days	12	125
31 to 60 days	10	17
61 to 90 days	26	14
More than 90 days	198	86
Total trade and other receivables (gross)	5,820	7,747

	2016 \$'000	2015 \$'000
Impairment allowance aged as follows		
Overdue by		
More than 90 days	(142)	(106)
Total impairment allowance	(142)	(106)

Credit terms are net 30 days (2015: 30 days).

Accounting Policy

The TSRA classifies its financial assets in the following categories:

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

Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments and 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.

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.

Accounting Judgements and Estimates

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

	2016 \$'000	2015 \$'000
TSRA holds a portfolio of concessional loans that are provided for business development and home ownership programs. The values of these loans as at 30 June are as follows:		
Concessional loans - nominal value	4,643	5,376
Less: unexpired discount	(214)	(274)
Concessional loans - carrying value	4,429	5,102

Loans to individuals and businesses are 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. 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 2016 in accordance with the loan contracts. Effective interest rates average 4.40% (2015: 4.44%) for Business Funding Scheme loans and 4.75% (2015: 4.89%) for Housing loans.

Reconciliation of the Impairment Allowance

Accounting Policy

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.

Movements in relation to 2016

	Goods and services \$'000	Loans \$'000	Total \$'000
As at 1 July 2015	-	(106)	(106)
Amounts recovered and reversed	-	96	96
(Decrease) recognised in net cost of services	(132)	-	(132)
Total as at 30 June 2016	(132)	(10)	(142)

Movements in relation to 2015

	Goods and services \$'000	Loans \$'000	Total \$'000
As at 1 July 2014	-	(112)	(112)
Amounts written off	-	1	1
Amounts recovered and reversed	-	5	5
Total as at 30 June 2015	-	(106)	(106)

2016 2015
\$'000 **\$'000**

2.1C: Other investments

Term deposits	16,998	26,054
Term deposits - TSRA Housing Fund	7,502	7,246
Total other investments	24,500	33,300

Other investments expected to be recovered

No more than 12 months	24,500	33,300
Total other investments	24,500	33,300

2.2 Non-Financial Assets

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

Reconciliation of the opening and closing balances of property, plant and equipment for 2016

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage and cultural ¹ \$'000	Other plant & equipment \$'000	Total \$'000
As at 1 July 2015						
Gross book value	9,215	26,309	35,524	60	4,632	40,216
Accumulated depreciation, amortisation and impairment	-	-	-	-	(2,903)	(2,903)
Total as at 1 July 2015	9,215	26,309	35,524	60	1,729	37,313
Additions						
Purchase	61	8,569	8,630	-	442	9,072
Revaluations and impairments recognised in other comprehensive income	(11)	519	508	-	-	508
Depreciation	-	(884)	(884)	-	(638)	(1,522)
Disposals	-	-	-	-	(9)	(9)
Total as at 30 June 2016	9,265	34,513	43,778	60	1,524	45,362
Total as at 30 June 2016 represented by						
Gross book value	9,265	34,513	43,778	60	3,812	47,650
Accumulated depreciation, amortisation and impairment	-	-	-	-	(2,288)	(2,288)
Total as at 30 June 2016	9,265	34,513	43,778	60	1,524	45,362

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

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 2.2. In 2015-16, an independent valuer, Neil Teves - AAPI Registered Valuer No. 382, conducted the revaluations as at 30 June 2016.

There was a revaluation decrement recorded for land of \$11,000 (2015: \$145,000). There were no revaluation increments or decrements recorded for plant and equipment (2015: Nil). Revaluation increments were recorded for buildings on freehold land of \$519,000 (2015: \$1,122,483) 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.

Contractual commitments for the purchase of property, plant and equipment

During the financial year, the TSRA contracted builders to build houses and complete civil works on the Clark Street development. Contract commitments of \$5,016,428 to three builders for four separate contracts existed as at 30 June 2016. During the financial year, the TSRA also contracted a builder to conduct an office refurbishment at the Gab Titui Cultural centre. A contract commitment of \$114,132 existed as at 30 June 2016 relating to the refurbishment.

Reconciliation of the opening and closing balances of property, plant and equipment for 2015

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage and cultural ¹ \$'000	Other plant & equipment \$'000	Total \$'000
As at 1 July 2014	9,360	22,876	32,236	60	3,913	36,209
Gross book value	-	-	-	-	(2,391)	(2,391)
Accumulated depreciation, amortisation and impairment	9,360	22,876	32,236	60	1,522	33,818
As at 30 June 2015	-	-	-	-	-	-
Additions						
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, amortisation and impairment	-	-	-	-	(2,903)	(2,903)
Total as at 30 June 2015	9,215	26,309	35,524	60	1,729	37,313

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

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$1,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2016	2015
Buildings on freehold land	40 years	40 years
Leasehold improvements	Lease term	Lease term
Plant and equipment	3 to 8 years	3 to 8 years

All heritage and cultural assets have indefinite useful lives and are not depreciated.

Impairment

All assets were assessed for impairment at 30 June 2016. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Heritage and Cultural Assets

The TSRA has a limited collection of 21 (2015 : 21) distinct Cultural and Heritage assets with an aggregated fair value of \$60,000 (2015: \$60,000). Cultural assets are comprised of artworks, carvings, and traditional headdresses. Heritage assets consist of models of 2 (2015 : 2) sailing vessels and a brass Pearl Diver's helmet (2015 : 1) each of which has historical significance to the region. The assets are on display at the TSRA's main office and the Gab Titui Cultural Centre. The conservation and preservation of TSRA's heritage and cultural assets is achieved by a variety and combination of means including: the provision of education and awareness programs; asset management planning; professional training and development; research; and the provision of appropriate storage and display environments.

Accounting Judgements and Estimates

The fair value of land 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.

2.3 Payables

	2016	2015
	\$'000	\$'000

2.3A: Suppliers

Trade creditors and accruals	2,235	3,263
Total suppliers	2,235	3,263

Suppliers expected to be settled

No more than 12 months	2,235	3,263
Total suppliers	2,235	3,263

Settlement was usually made within 30 days.

2.3B: Grants

Private sector:

Non-profit organisations	-	376
For-profit organisations	3,600	10
Total grants	3,600	386

Grants expected to be settled

No more than 12 months	3,600	386
Total grants	3,600	386

2.3C: Other payables

Salaries and wages	47	381
Superannuation	7	55
Total other payables	54	436

Other payables to be settled

No more than 12 months	54	436
Total other payables	54	436

People and Relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

3.1 Employee Provisions

	2016 \$'000	2015 \$'000
3.1A: Employee provisions		
Long service leave	2,082	1,750
Annual leave	1,422	1,304
Personal leave	98	93
Total employee provisions	3,602	3,147
Employee provisions expected to be settled		
No more than 12 months	1,327	1,197
More than 12 months	2,275	1,950
Total employee provisions	3,602	3,147

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

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.

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 2016. The estimate of the present value of the 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), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The TSRA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

3.2 Senior Management Personnel Remuneration

	2016	2015
	\$	\$
Short-term employee benefits		
Salary	1,485,468	1,344,835
Other Allowances	107,364	119,493
Total short-term employee benefits	<u>1,592,832</u>	<u>1,464,328</u>
Post-employment benefits		
Superannuation	240,414	209,084
Total post-employment benefits	<u>240,414</u>	<u>209,084</u>
Other long-term employee benefits		
Annual leave	153,788	178,755
Long-service leave	54,947	86,633
Total other long-term employee benefits	<u>208,735</u>	<u>265,388</u>
Total senior executive remuneration expenses	<u>2,041,981</u>	<u>1,938,800</u>

The total number of senior management personnel that are included in the above table are 29 (2015: 28)

3.3 Related Party Disclosures

	2016	2015
	\$'000	\$'000
Loans to Directors and Director-Related Entities		
Loans to directors outstanding as at year-end	56,967	62,125
Loans to directors during the year	-	87,435
Loan repayments by directors during the year	10,137	7,554
Loans to director-related entities outstanding as at year-end	500,584	411,195
Loans to director-related entities during the year	217,533	333,032
Loan repayments by director-related entities during the year	99,333	119,515
Interest revenue included in net cost of services from loans to directors/director-related entities	40,995	17,790

Loans were made to the following directors and director-related entities. They were approved under normal terms and conditions applying to the TSRA's loan schemes. The directors involved took no part in the relevant decisions of the board.

The table below outlines the loan holder/s and the TSRA director with whom a related party connection exists.

Bamaga Enterprise Pty Ltd
 - Reg Williams - TSRA Board Member
 Loban Marine
 - Yen Loban - TSRA Board Member
 Alice Loban
 - Yen Loban - TSRA Board Member

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.

Director's Name	Grantee	2016	2015
		\$	\$
J Elu	Northern Peninsula Area Regional Council	127,000	413,590
J Abednego, Y Loban	Torres Shire Council	851,708	316,000
K Fell, G Lui, M Sabatino, W Lui	Torres Strait Island Regional Council	2,075,826	1,911,848
J Elu, K Bedford	Australian Fisheries Management Authority	-	906,832
K Lui	Kaziw Asesered Le Association	-	4,800
E Peter	Malau Ki'ai (TSI) Corporation	-	12,000
A Noah	Mer Gedkem Le (TSI) Corporation	73,000	144,634
R Fujii	Port Kennedy Association	583,000	1,221,500
K Lui	Sempolau Koey Kazil Incorporated	26,613	-
H Mosby	Torres Strait Islanders Regional Education Council Incorporated	-	169,365
K Fell	Torres Strait Kaziw Meta Inc	-	74,100
K Fell, S Maka	Torres Strait Youth and Recreation Sporting Association Inc	-	1,275,000
J Stephen	Ugar Ged Kem Le Zeuber Er Kep	-	10,700

Managing Uncertainties

This section analyses how the TSRA manages financial risks within its operating environment.

4.1 Contingent Assets and Liabilities

	Bank Guarantees		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Contingent liabilities	116	116	116	116
Total contingent liabilities	116	116	116	116

Quantifiable Contingencies

The above table contains \$116,000 of contingent liabilities disclosed in respect to a bank guarantee in favour of the Torres Shire Council (2015: \$116,000).

The table contains no contingent assets. (2015: \$0).

Unquantifiable Contingencies

At 30 June 2016, the TSRA had no unquantifiable contingencies. (2015: \$0)

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

4.2 Financial Instruments

	2016	2015
	\$'000	\$'000
4.2A: Categories of financial instruments		
Financial Assets		
Held-to-maturity investments		
Term deposits	24,500	33,300
Total held-to-maturity investments	24,500	33,300
Loans and receivables		
Cash and cash equivalents	9,277	2,790
Trade and other receivables	242	588
Loan receivables	4,419	4,996
Total loans and receivables	13,938	8,374
Total financial assets	38,438	41,674
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	2,235	3,263
Grant liabilities	3,600	386
Total financial liabilities measured at amortised cost	5,835	3,649
Total financial liabilities	5,835	3,649

Accounting Policy

Financial assets

The entity classifies its financial assets in the following categories:

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

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 held 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.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon trade date.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

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 interest 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).

	2016 \$'000	2015 \$'000
<u>4.2B: Net gains or losses on financial assets</u>		
Held-to-maturity investments		
Interest revenue	989	1,417
Net gains on held-to-maturity investments	989	1,417
Loans and receivables		
Interest revenue	291	325
Reversal of impairment losses	206	4
Reversal of losses from remeasuring loans and receivables	83	244
Write down of loans to net present value	(56)	(91)
Receivables goods and services - external parties provided for as impaired	(132)	-
Net gains/(losses) on loans and receivables	392	482
Net gains on financial assets	1,381	1,899

The net interest income from financial assets not at fair value through profit or loss is \$1,280,000 (2015: \$1,742,000).

4.2C: Net gains or losses on financial liabilities

There are no gains or losses on financial liabilities for the year ending 30 June 2016 (2015: \$Nil)

4.2D: Fair value of financial instruments

The carrying amount of financial instruments matches their fair value in 2015-16 as in 2014-15.

4.2E: 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 programmes. 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 (2016: \$4,661,000 and 2015: \$5,583,000)

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 \$10,270 in 2016 (2015: \$106,295) to an allowance for impairment.

Credit quality of financial assets 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
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	9,277	2,790	-	-
Trade and other receivables	199	414	175	174
Loans receivable	4,348	4,927	81	174
Term deposits	24,500	33,300	-	-
Total	38,324	41,431	256	348

Ageing of financial assets that were past due but not impaired in 2016

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Trade and other receivables	2	1	18	22	43
Loans receivable	10	9	8	44	71
Total	12	10	26	66	114

Ageing of financial assets that were past due but not impaired in 2015

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Trade and other receivables	110	3	-	61	174
Loans receivable	15	14	14	25	68
Total	125	17	14	86	242

4.2 Financial Instruments

4.2F: Liquidity risk

Liquidity risk is the risk that the TSRA will not be able to meet its obligations as they fall due.

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 2016

	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	-	2,235	-	-	-	2,235
Grant liabilities	-	3,600	-	-	-	3,600
Total	-	5,835	-	-	-	5,835

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

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 2016 or 2015.

4.2.6. Market risk

Currency 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 0.30%. This amount (0.30%) is anticipated to be a reasonable estimate of the maximum movement in market interest rates in financial year 2016-17.

Sensitivity analysis of the risk that the TSRA is exposed to for 2016-17 with respect to cash at bank and term deposits

	Value \$'000	Effect on Net cost of services \$'000
Anticipated interest earned for 2016-17 financial year at current market interest rate	756	
Increase of 0.30% in market interest rate	857	101
Decrease of 0.30% in market interest rate	655	(101)

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 0.30%. This amount (0.30%) is anticipated to be a reasonable estimate of the maximum movement in market interest rates in financial year 2016-17.

Sensitivity analysis of the risk that the TSRA is exposed to for 2016-17 with respect to concessional loans

	Value \$'000	Effect on Net cost of services \$'000
Net present value of loans 30 June 2016	4,429	
Increase of 0.30% in market interest rate	4,352	(77)
Decrease of 0.30% in market interest rate	4,510	81

4.3 Fair Value Measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the statement of financial position do not apply to the fair value hierarchy.

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.

Accounting Policy

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.

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

4.3A: Fair value measurement

	Fair value measurements at the end of the reporting period			Valuation Technique(s) and Inputs Used
	2016 \$'000	2015 \$'000	Category (Level 1, 2 or 3) ¹	
Non-financial assets				
Land	9,265	9,215	Level 2	Market Valuations - Sales prices of comparable land adjusted for property size, location, topography, and other inherent attributes.
Buildings	34,513	26,309	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	43,838	35,584		

1. The remaining assets and liabilities reported by the TSRA are not measured at fair value in the Statement of Financial Position.

4.3B: Reconciliation for recurring level 3 fair value measurements

	Non-financial assets									
	Buildings			Other property, plant and equipment			Heritage and cultural			Total
	2016	2015	2016	2015	2015	2016	2015	2016	2015	2016
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July	26,308	-	-	-	1,522	60	60	26,368	1,582	-
Total gains recognised in other comprehensive income ¹	519	-	-	-	-	-	-	519	-	-
Purchases	8,569	-	-	-	793	-	-	8,569	793	-
Sales	-	-	-	-	(70)	-	-	(70)	(70)	-
Depreciation	(884)	-	-	-	(516)	-	-	(884)	(516)	-
Transfers into Level 3 ²	-	26,308	-	-	-	-	-	-	-	26,308
Transfers out of Level 3 ³	-	-	-	-	(1,729)	-	-	(1,729)	(1,729)	-
Total as at 30 June	34,512	26,308	-	-	-	60	60	34,572	26,368	26,368

1. These gains are presented in the Statement of Comprehensive Income under Changes in asset revaluation surplus.

2. Buildings have significant unobservable inputs. Accordingly Buildings previously recorded as level 2 have been transferred in.

3. 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.

Other Information

5.1 Assets Held in Trust

5.1A: Assets held in trust

Monetary assets

Torres Strait Major Infrastructure and Other Projects Trust Fund

On 17 October 1998, the Queensland State Government and the TSRA entered into a Major Infrastructure Program (MIP) Funding Agreement under which \$15 million for major infrastructure projects was provided by the State over three years with matching funds from the Commonwealth. The co-funding arrangement between the State and TSRA has continued over the years as set out in a Memorandum of Understanding (MOU) between TSRA and the State. On 14 April 2014, a variation to the MOU was signed to expand the trust fund to include not only MIP projects, but also the Seawalls project and Other Projects.

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.

	2016	2015
	\$'000	\$'000

Torres Strait Major Infrastructure and Other Projects Trust Fund

Monetary assets

As at 1 July	48,504	40,384
Receipts	35,566	14,252
Payments	(17,495)	(6,132)
Total as at 30 June	66,575	48,504

Finfish Trust Account

Torres Strait Islanders own 100 per cent of the Finfish fishery. Finfish quota that is not used by Traditional Inhabitant fishers is leased to Non-Traditional fishers. Leasing revenue is held in trust by the TSRA and disbursed to the beneficiaries for the benefit of the fishery. For example, capacity building activities to increase the number of Torres Strait Islanders fishing in an economical and environmentally sustainable way in the fishery.

Finfish Trust Account

Monetary assets

As at 1 July	1,097	886
Receipts	167	215
Payments	(1)	(4)
Total as at 30 June	1,263	1,097

The values above are estimated fair values at the time when acquired.

5.2 Reporting of Outcomes

	Outcome 1 ¹		Total	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Expenses	71,040	65,905	71,040	65,905
Own-source income	32,548	18,224	32,548	18,224
Net cost of outcome delivery	38,492	47,681	38,492	47,681
Assets				
Financial assets	39,455	43,731	39,455	43,731
Non-financial assets	45,362	37,313	45,362	37,313
Total assets	84,817	81,044	84,817	81,044
Liabilities				
Payables	5,889	4,085	5,889	4,085
Provisions	3,602	3,147	3,602	3,147
Total liabilities	9,491	7,232	9,491	7,232

1. Outcome 1 is described in the overview.

5.3 Budget Variances Commentary

Explanation of major budget variances

The budgeted suppliers and grants expenses include expenditure on funding agreements that had been executed at the time the budget was prepared. During the financial year, after the budget was prepared, additional funding of \$13.5m was provided by the Department of Prime Minister and Cabinet as the Commonwealth contribution to the Major Infrastructure Programme No. 6. The TSRA also received a \$2.0m contribution from The Department of Agriculture and Water Resources as a contribution towards improving telecommunications in the Torres Strait and a further \$4.0m was received from the Department of Infrastructure and Regional Development for building seawalls.

The budget reflects the depreciation funding received as part of the annual budget and is substantially less than the actual depreciation expense.

The budgeted revenue includes funding agreements that had been executed at the time the budget was prepared. During the financial year, after the budget was prepared, additional funding of \$13.5m was provided by the Department of Prime Minister and Cabinet for the Major Infrastructure Programme No. 6, \$2.0m from the Department of Agriculture and Water Resources for the telecommunications project and \$4.0m from the Department of Infrastructure and Regional Development for building seawalls. As 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 programmes on an adhoc basis throughout the year. In recent years it has become common practice for the TSRA to enter into additional funding agreements with other agencies after the date that the budget is formally finalised.

The variances of \$7.59m in cash, \$7m in investments, \$9.374m in non-financial assets and \$3.312m in grants payable are due to timing differences for payments across financial years mainly due to a major capital works project and a grant payment made early in the next financial year.

Affected line items (and Statement)

Suppliers and Grants (Statement of Comprehensive Income)

Depreciation (Statement of Comprehensive Income)

Other Revenue (Statement of Comprehensive Income)

Cash and cash equivalents, Other investments, Non-Financial assets, Grants (Statement of Financial Position)

5.4 Remuneration of Auditors

2016	2015
\$	\$

Financial statement audit services were provided by the Australian National Audit Office (ANAO).

Fair value of the services provided

Financial statement audit services

49	46
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Total fair value of services rendered

49	46
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No other services were provided by the ANAO.



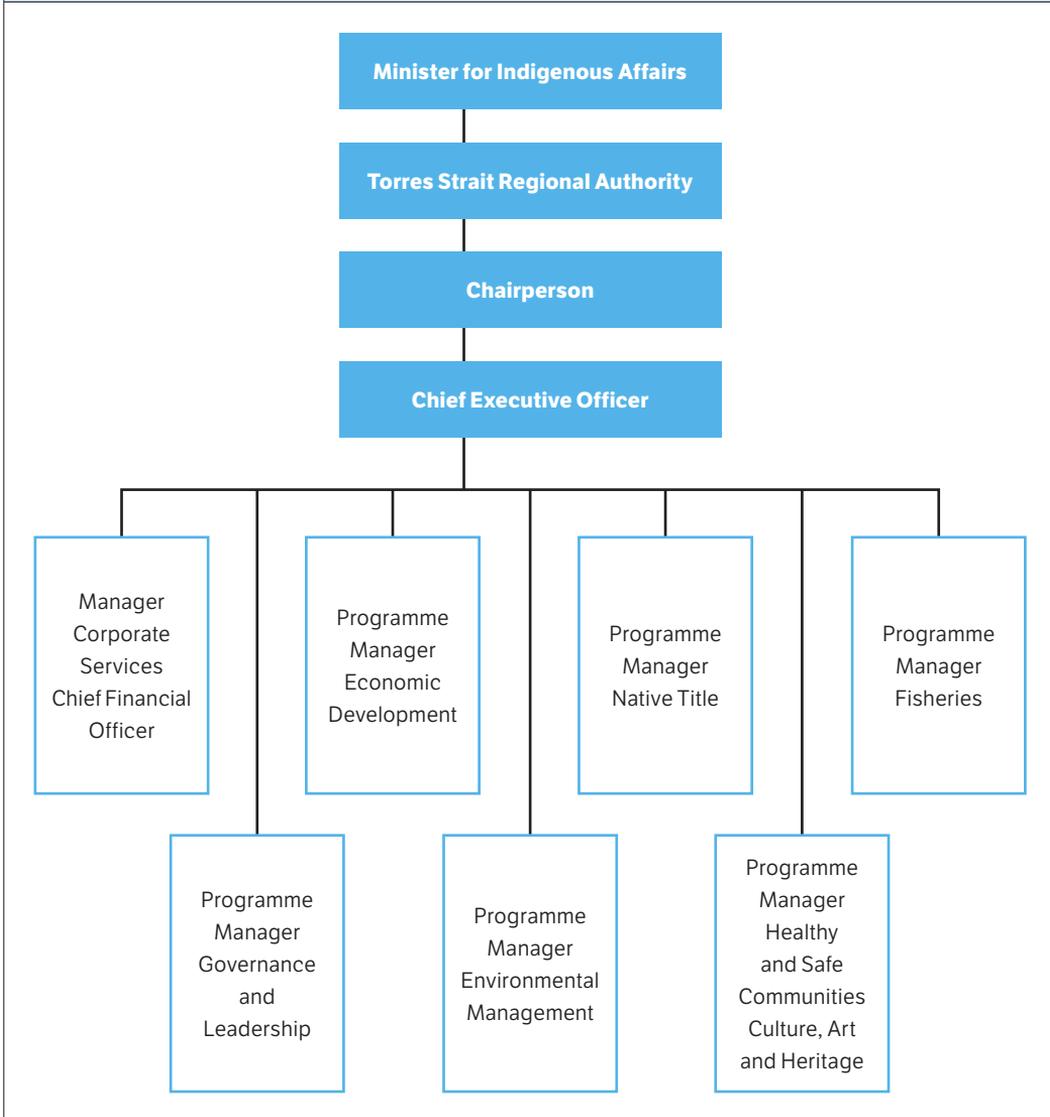
SECTION 6

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 of more than 12 months using the APSjobs and SEEK websites, as well as other selected national advertising. The TSRA uses the Australian Government's preferred supplier, Dentsu Mitchell Media Australia Pty Ltd, to advertise tenders and recruitment notices.

The TSRA also uses Far North Queensland region-based print media for advertising job vacancies, for 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 2015-2016.

Appendix 3: Grants

Details of grants (total from audited financial statements – detail unaudited)		
GRANT RECIPIENT	GRANT ACTIVITY	AMOUNT (\$)
Australian Maritime Safety Authority	Torres Strait Marine Pathways Project	1,800,000
Badhulgaw Kuthinaw Mudh	Arts centre funding	115,000
Badhulgaw Kuthinaw Mudh	Publication of language book	12,000
Bamaga Kazil TSI Corporation	Children's cultural programme	15,000
Cairns Indigenous Arts Fair	Dance strategy	40,500
Department of Communications and the Arts	Torres Strait dance strategy	25,000
Department of Transport and Main Roads	Transport Infrastructure Development Scheme	500,000
Enterprise Management Group	TSRA-funded projects	1,000,000
Enterprise Management Group	Torres Strait Marine Pathways	3,600,000
Erubam Le Traditional Land and Sea Owners (TSI) Corporation RNTBC	Native Title determination celebration	5,000
Erubam Le Traditional Land and Sea Owners (TSI) Corporation RNTBC	PBC support	6,000
Erub Ewer Meta TSI Corporation	Monaco arts exhibition	25,000
Erub Ewer Meta TSI Corporation	Arts centre funding	110,000
Francis Williams	Creation of dance apparatus	25,000
Goemulgaw (TSI) Corporation RNTBC	Conduct language choir workshop	13,380
Goemulgaw (TSI) Corporation RNTBC	PBC support	38,900
Indigenous Business Australia	Housing loan	467,000
Kaurareg Native Title Aboriginal Corporation RNTBC	PBC support	76,990
Kirriiri Dorge Mudh Indigenous Corporation	Establish arts centre	10,000
Mer Gedkem Le (TSI) Corporation RNTBC	Tier 1 PBC support	73,000
Mura Badulgal (TSI) Corporation RNTBC	Tier 1 PBC support	42,720
Mura Badulgal (TSI) Corporation RNTBC	Tier 1 PBC support	10,000
Mura Badulgal (TSI) Corporation RNTBC	Tier 1 PBC support	55,727
Mura Kosker Sorority Inc	Intensive writing workshop	50,000

TABLE 6-1 (continued)		
Details of grants (total from audited financial statements – detail unaudited)		
GRANT RECIPIENT	GRANT ACTIVITY	AMOUNT (\$)
Mura Kosker Sorority Inc	Ukelele group travel to Cairns	12,100
Mura Kosker Sorority Inc	Muyngau Koekaper Dance Team	16,837
Mura Kosker Sorority Inc	Operational funding	400,000
Ngalmun Lagau Minaral (TSI) Corporation	Arts centre funding	100,000
Northern Peninsula Area Regional Council	NAIDOC Week celebrations	5,000
Northern Peninsula Area Regional Council	Arts workshops	22,000
Northern Peninsula Area Regional Council	Events coordinator	100,000
Port Kennedy Association	Printing Mrs Wasie Tardent biography	25,000
Port Kennedy Association	IT communications and electrical upgrade	53,000
Port Kennedy Association	Operational funding	370,000
Port Kennedy Association	After school care	135,000
Sempolau Koey Kazil Incorporated	Community garden	26,613
Torres Shire Council	Events coordinator	100,000
Torres Shire Council	Tourist information and business centre	150,000
Torres Shire Council	Minor infrastructure	601,708
Torres Strait Island Regional Council	Water-related infrastructure	1,700,000
Torres Strait Island Regional Council	Refurbish World War II memorials	20,000
Torres Strait Island Regional Council	Minor infrastructure	355,826
Torres Strait Islanders Media Association	Indigenous broadcasting services	780,000
Torres Strait Major Infrastructure and Other Projects Trust – MIP	Major Infrastructure Programme – MIP 6	13,500,000
Torres Strait Major Infrastructure and Other Projects Trust – MIP	Regional telecommunications project	2,000,000
Torres Strait Major Infrastructure and Other Projects Trust – MIP	Major infrastructure projects	3,067,235
Torres Strait Major Infrastructure and Other Projects Trust – MIP	Department of Infrastructure and Regional Development contribution to seawalls project	4,000,000
Torres Strait Youth and Recreational Sporting Association	Operational funding	650,000
TRAWQ Indigenous Corporation	Establish Council of Elders	12,500
Total		36,319,036

Appendix 4: Consultants

Details of consultants (total from audited financial statements – detail unaudited)				
NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Andrew Mitchell	5,000	Image management system	Direct sourcing	B
Black & More Management Engineers	12,648	Projects for possible MIP Stage 6	Direct sourcing	B
Contact First Business Solutions	20,415	Business support services	Open tender	B
David Fell Environmental	35,000	Biodiversity surveys	Direct sourcing	B
Deltapoint Pty Ltd	38,473	Human resource support	Direct sourcing	B
Di Chambers	16,549	Technical research and policy drafting	Direct sourcing	B
Diana Abiad	29,412	Art workshops	Direct sourcing	B
Dmedia Pty Ltd	26,500	Development of Saibai Garden knowledge multi-media project	Direct sourcing	B
Emamulda Consulting	33,213	Anthropological services	Direct sourcing	B
Environmental Systems Solutions	98,900	Traditional ecological knowledge system	Open tender	B
Fieldworx Pty Ltd	59,237	Plan to establish the Torres Strait language centre	Direct sourcing	B
GnL Enterprises	77,489	Major Infrastructure Programme Stage 4b and 5 independent review	Select tender	B
Indigenous Business Australia	55,860	Into Business Workshops	Direct sourcing	B
James Cook University	38,280	Invasive species	Direct sourcing	B
James Cook University	140,000	Torres Strait seagrass research and monitoring	Direct sourcing	B

TABLE 6-2 (continued)				
Details of consultants (total from audited financial statements – detail unaudited)				
NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
Kapish Services Pty Ltd	10,631	Software upgrade	Open tender	B
Kleinhardt Pty Ltd	25,000	Business loan support and mentoring	Open tender	B
Leading Practice	38,550	Development and facilitation of dugong and turtle management framework	Direct sourcing	C
MLCS Corporate	12,513	Board mid-term performance review	Open tender	C
NRM Locums	43,400	Development of Torres Strait biosecurity strategy	Direct sourcing	C
Pacific Social Mapping Pty Ltd	28,985	Anthropological services	Direct sourcing	B
Reef and Rainforest Research Centre	6,000	Communication support	Direct sourcing	B
Rohan Hamden & Associates	25,320	Adaptability and resilience workshops	Direct sourcing	B
Rowena Johnson	12,450	Gab Titui Cultural Centre public programme	Direct sourcing	A
Samuel Taylor	195,641	ICT support and integration	Direct sourcing	B
SC Lennon & Associates Pty Ltd	128,805	Regional Economic Investment Strategy, engagement and project delivery plan	Open tender	C
Tagai State College	55,000	Environmental education coordinator	Direct sourcing	B
Terra Form Design Pty Ltd	167,949	Land and sea management strategy	Select tender	C
The HUB Marketing Communications	83,196	Gab Titui Cultural Centre communication plan	Direct sourcing	B
University of Queensland	9,880	Marine turtle dispatch harness project	Direct sourcing	B
University of Wollongong	59,292	Develop fisheries management training workshops	Select tender	C

TABLE 6-2 (continued)**Details of consultants (total from audited financial statements – detail unaudited)**

NAME	AMOUNT (\$)	PURPOSE	SELECTION PROCESS	JUSTIFICATION CODE
University of Wollongong	13,681	Fisheries community management framework	Limited tender	C
UPC Consulting	96,736	Healthy Communities and Infrastructure Programme and project technical support services	Direct sourcing	A
Zakazukha Marketing Communications	97,543	Media support services	Open tender	B
Total	1,797,548			

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 section 144T(3).

Appendix 5: Explanation of Programme Budget Variance

This appendix references the appropriation programme expenditure 2015-2016 in Table 2-1 on page 14 and provides additional information on the reason for the variances for each programme area's expenditure as compared to budget allocations.

During 2015-2016, 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 2015-2016 actual programme spend from appropriation totalled \$60.926 million compared to a budget allocation of \$60.775 million, resulting in a variance of -\$0.151 million or -0.24 per cent.

In the main, the variance can be attributed to changes in project phasing between financial years. Notes are provided below Table 6-3 on variances greater than 2 per cent between budget and actual.

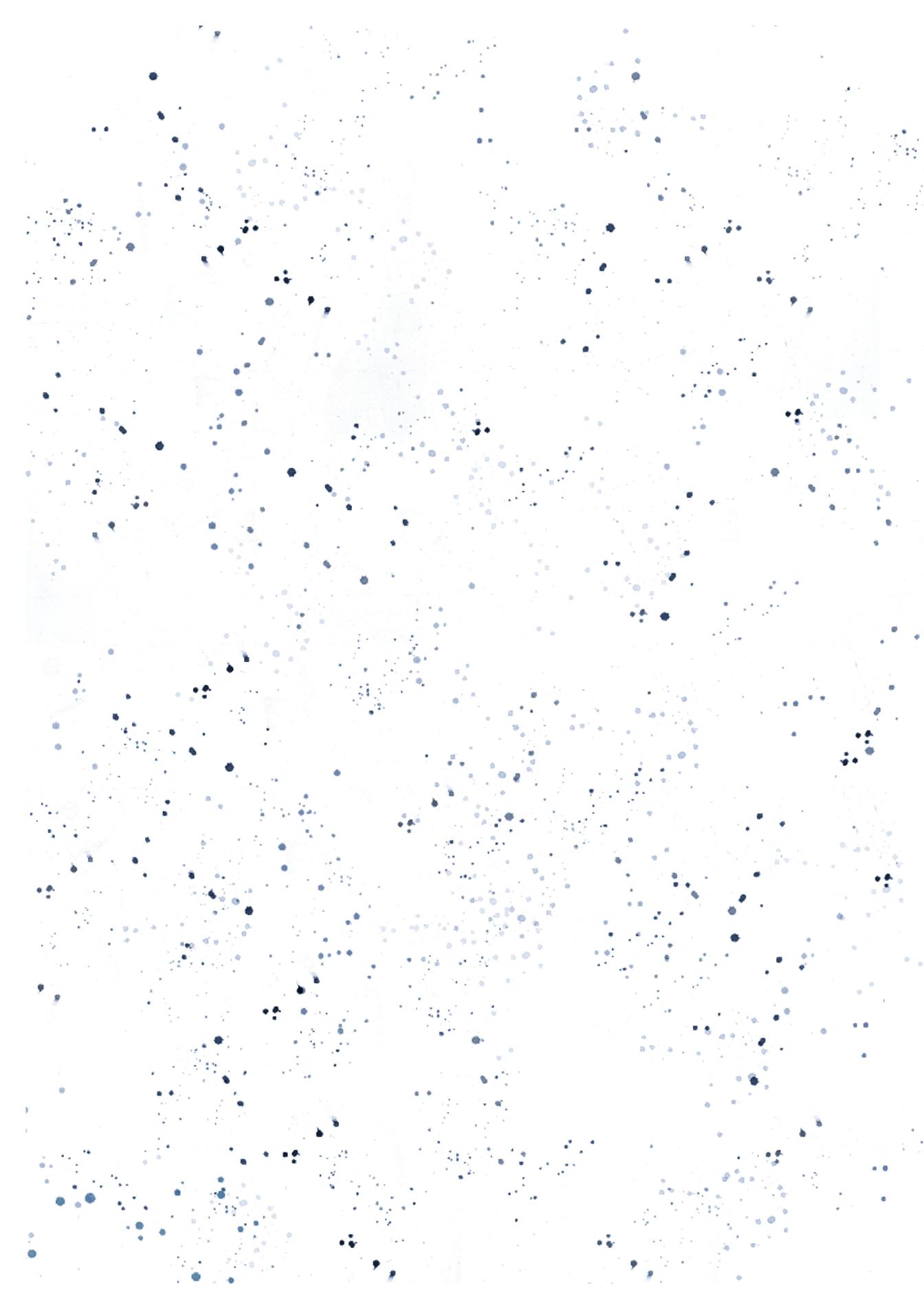
The following programmes recorded variances between budget and actual. Note that the figures in the table include external funding.

Programme expenditure – variance between budget and actual, 2015-2016 (unaudited; includes external funding)		
PROGRAMME	VARIANCE (\$'000)	VARIANCE (%)
Culture, Art and Heritage ¹	564	11.00
Economic Development	(131)	-1.00
Fisheries ²	85	5.00
Environmental Management ³	(226)	-2.00
Governance and Leadership ⁴	(372)	-8.00
Native Title ⁵	141	4.00
Healthy Communities	338	1.00
Safe Communities ⁶	(109)	-4.00

Notes:

The budgeted figures differ from those in the portfolio budget statements because of additional funding received during the year and a reallocation with programmes to reflect reprioritisations to deliver on programme outcomes; the variance between total actual expenditure and total budget expenditure is minor and represents 0.41% of total spend.

1. Variation (11.00 per cent) due to number and value of grant funding applications approved.
2. Minor variation (5.00 per cent) due to rescheduling of activities from 2014-2015 to 2015-2016.
3. Minor variation (-2.00 per cent) due to repayment of 2015 unspent grant received and scheduling of activities in 2015-2016.
4. Variation (-8.00 per cent) due to phasing of key projects and additional activities.
5. Variation (4.00 per cent) due to delay in recruitment of Legal Officer position.
6. Variation (-4.00 per cent) due to number and value of grant funding applications approved and scheduling of activities.





SECTION 7

Compliance
Index

Corporate Commonwealth Entity

This Annual Report is prepared in accordance with section 144ZB of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) and all other sections; the *Public Governance, Performance and Accountability Act 2013* (Cth) section 46; and the *Public Governance, Performance and Accountability Rule 2014* (Cth).

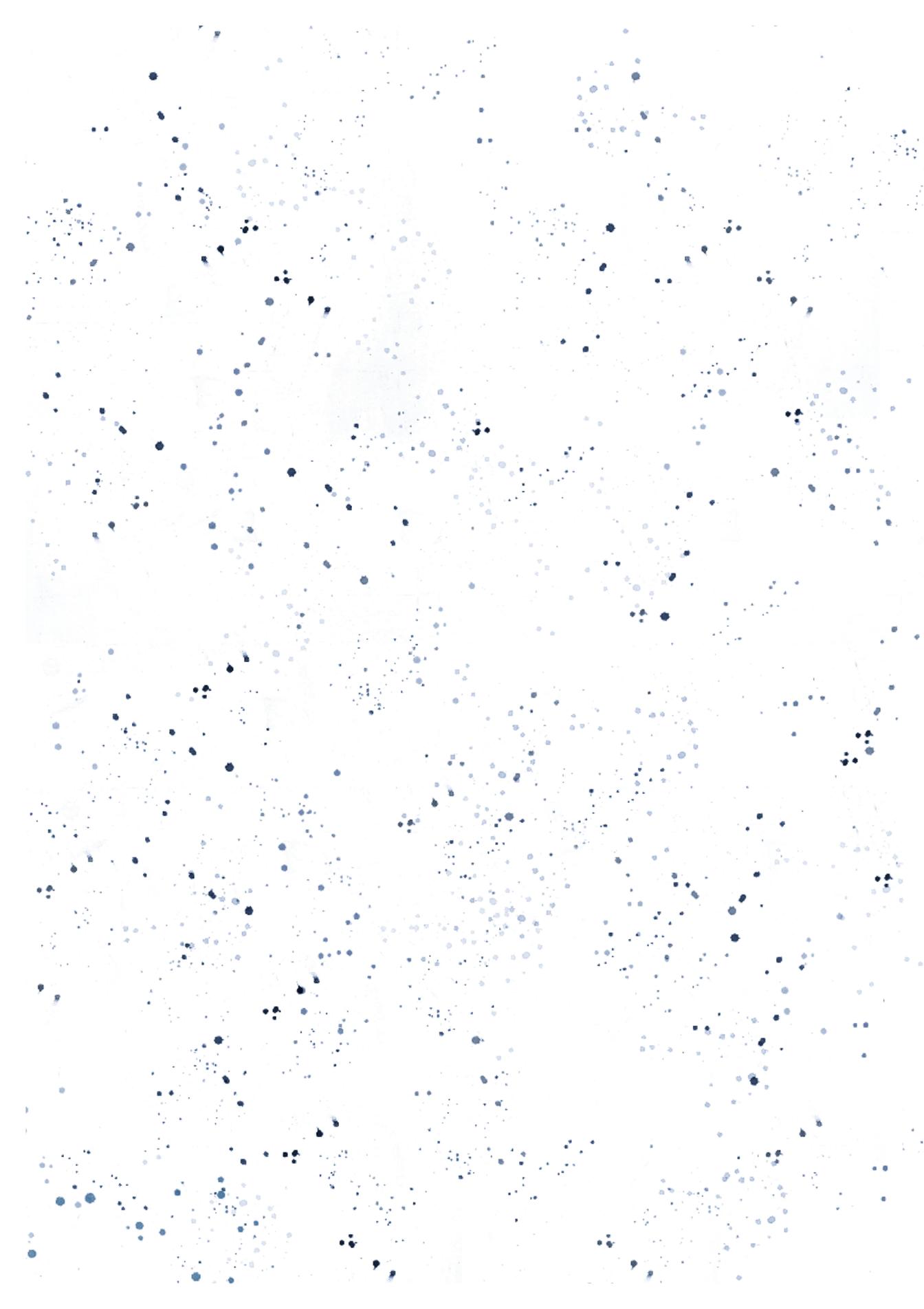
As a corporate Commonwealth entity, the TSRA is also required to prepare an annual report in accordance with the requirements of other legislation, namely the *Commonwealth Electoral Act 1918* (Cth), the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) and the *Work Health and Safety Act 2011* (Cth).

Table 7-1 details the reporting requirements and provides the location of the relevant information within this Annual Report.

Any enquiries relating to the 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
ABORIGINAL AND TORRES STRAIT ISLANDER ACT 2005 (CTH) – SECTION 144ZB	
(2) Certain matters must be included in the Annual Report. The TSRA must include in each Annual Report details of:	
<ul style="list-style-type: none"> ✦ Any directions given by the Minister under section 142E 	100
<ul style="list-style-type: none"> ✦ Any consultants engaged under section 144T 	180-2
(3) Report must include details of grants. If a grant was made by the TSRA during a financial year to an individual or body, then, in addition to the matters referred to in subsections (1) and (2), the annual report for that year must set out:	
<ul style="list-style-type: none"> ✦ The name of the individual or body 	178-9
<ul style="list-style-type: none"> ✦ The amount and purpose of grant 	178-9
(4) Report must not disclose sacred matters:	
<ul style="list-style-type: none"> ✦ The TSRA must not disclose in any annual report any matters known by the TSRA to be held sacred by Torres Strait Islander or Aboriginal persons 	135
(5) Report must include certain details about consultants	
<ul style="list-style-type: none"> ✦ 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) 	182

TABLE 7-1		
TSRA compliance index		
GUIDING LEGISLATION REQUIREMENT		PAGE REFERENCE
PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY RULE 2014		
Approval of the report by directors	Section 17BB	xvii
Parliamentary standards of presentation	Section 17BC	Throughout
Plain English and clear design	Section 17BD	Throughout
Enabling legislation	Paragraph 17BE(a)	98
Legislated objects and functions	Paragraph 17BE(b)(i)	98-9
Purpose	Paragraph 17BE(b)(ii)	15
Responsible minister	Paragraph 17BE(c)	99
Ministerial directions	Paragraph 17BE(d) and (f)	100
Government policy orders	Paragraphs 17BE(e) and (f)	n/a – no policy orders issued
Annual performance statements	Paragraph 17BE(g)	15-20
Significant issues related to financial compliance	Paragraph 17BE(h) and (i)	130
Information about the accountable authority	Paragraph 17BE(j)	106-16, 118-19
Organisational structure	Paragraph 17BE(k)	176
Location	Paragraph 17BE(l)	84
Governance arrangements	Paragraph 17BE(m)	106, 120, 121, 123, 128-31
Related entity transactions	Paragraphs 17BE(n) and (o)	n/a
Significant activities and changes affecting operations or structure	Paragraph 17BE(p)	n/a
Judicial decisions or decisions of administrative tribunals	Paragraph 17BE(q)	101
Reports by the Auditor-General, a parliamentary committee, the Commonwealth Ombudsman or the Office of the Australian Information Commissioner	Paragraph 17BE(r)	130
Information from subsidiaries	Paragraph 17BE(s)	n/a
Indemnity and insurance	Paragraph 17BE(t)	130
Compliance index	Paragraph 17BE(u)	186-7
OTHER REPORTING REQUIREMENTS		
<i>Commonwealth Electoral Act 1918</i>	Section 311A	177
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	Section 516A	126-7
<i>Work Health and Safety Act 2011</i>	Schedule 2, Part 4	132





SECTION 8

Aids to Access

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Acronyms

ACRONYM	MEANING
ABS	Australian Bureau of Statistics
AFMA	Australian Fisheries Management Authority
APS	Australian Public Service
CDP	Community Development Programme
COAG	Council of Australian Governments
DOGIT	Deed of Grant in Trust
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i>
GBK	Gur A Baradharaw Kod (Torres Strait Sea and Land Council)
IBA	Indigenous Business Australia
ICT	information and communications technology
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
ISD	Integrated Service Delivery
ISO	International Standards Organisation
MIP	Major Infrastructure Programme
NGO	non-government organisation
NPARC	Northern Peninsula Area Regional Council
NTRB	Native Title Representative Body
PBC	Prescribed Body Corporate
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PNG	Papua New Guinea
PSC	Programme Steering Committee
PZJA	Protected Zone Joint Authority
REIS	Regional Economic Investment Strategy

ACRONYM	MEANING
RNTBC	Registered Native Title Body Corporate
SES	Senior Executive Service
TEK	traditional ecological knowledge
TIB	Traditional Inhabitant Boat
TIDS	Transport Infrastructure Development Scheme
TRAWQ	Tamwoy, Rosehill, Aplin, Waiben and Quarantine
TSI	Torres Strait Islander
TSIMA	Torres Strait Islanders Media Association
TSIREC	Torres Strait Islanders Regional Education Council
TSRA	Torres Strait Regional Authority
TSYRSA	Torres Strait Youth and Recreational Sporting Association

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