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TORRES STRAIT REGIONAL AUTHORITY
ANNUAL REPORT
2020–21

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Kamu (Mangrove Flower) by Dennis Newie, St Pauls Community, Moa Island



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ANNUAL REPORT
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LETTER OF TRANSMITTAL

The Hon Ken Wyatt AM MP
Minister for Indigenous Australians
Parliament House
CANBERRA ACT 2600

12 October 2021

Dear Minister

I am pleased to present to you the Torres Strait Regional Authority (TSRA) annual report for 2020–21. The members of the TSRA Board approved the *TSRA Annual Report 2020–21* in an out-of-session resolution passed on 12 October 2021.

The TSRA Board is responsible for preparing the annual report and presenting it to you in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth). The TSRA's annual performance statements, financial statements and Auditor-General's report on the financial statements have been prepared and included in the annual report as required under sections 39, 42 and 43 of the Act.

The TSRA delivered outcomes as set out in the *Torres Strait Regional Authority Corporate Plan 2020–2021 to 2023–2024* during the past year, and continues to meet the objectives of the *Torres Strait and Northern Peninsula Area Regional Plan 2009–2029* and the *Torres Strait Development Plan 2019–2022*. The TSRA's programmes contribute to achieving the objectives of the Indigenous Advancement Strategy and closing the gap in disadvantage between Indigenous and non-Indigenous Australians living in the Torres Strait region.

The TSRA looks forward to continuing our good work with you to build on our successes over the coming year.

Yours sincerely



Napau Pedro Stephen AM
Chairperson

ABOUT THIS REPORT

This report to the Minister for Indigenous Australians outlines the operations and performance of the Torres Strait Regional Authority (TSRA) for the financial year 2020–21. It has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth), the Public Governance, Performance and Accountability Rule 2014 (Cth) and Department of Finance Resource Management Guide 136.

Accessing this report online

This report can be viewed online or downloaded in PDF format at <https://www.tsra.gov.au/news-and-resources/annual-reports>.

The annual report can also be found at <https://www.transparency.gov.au>.

Contacting us

The TSRA welcomes comments on this report. If you have feedback or enquiries about any aspect of the report or questions about the use of this document, please contact the Programme Manager, Governance and Leadership Programme, by telephone on 1800 079 093 (toll free) or (07) 4069 0700, or via email at info@tsra.gov.au.

Acknowledgement

The TSRA recognises the Traditional Owners of the land and sea on which we operate. We acknowledge and pay respects to the past and present Elders and cultural lore of all Torres Strait Islander and Aboriginal people in the Torres Strait and Northern Peninsula Area region.

The TSRA makes 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 since this annual report was prepared for tabling in Parliament in October 2021. The TSRA offers apologies for any distress this may cause.

This report does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal persons.

VISION

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

**Ngalpun yangu kaaba woeydhay, a ngalpun muruyguw danalga
mabaygal kunakan palayk, wagel goeygoeyika** KALA LAGAW YA

**Buaigiz kelar obaiswerare, merbi mir apuge mena obakedi,
muige merbi areribi tonarge, ko merbi keub kerkerem** MERIAM MIR

**Ngalpan moebaygal thoepoeriwoeyamoeyn, ngalpan ya
kuduthoeraynu, ngalpan igililmaypa, sepa setha wara goeygil
sey boey wagel** KALA KAWAU YA

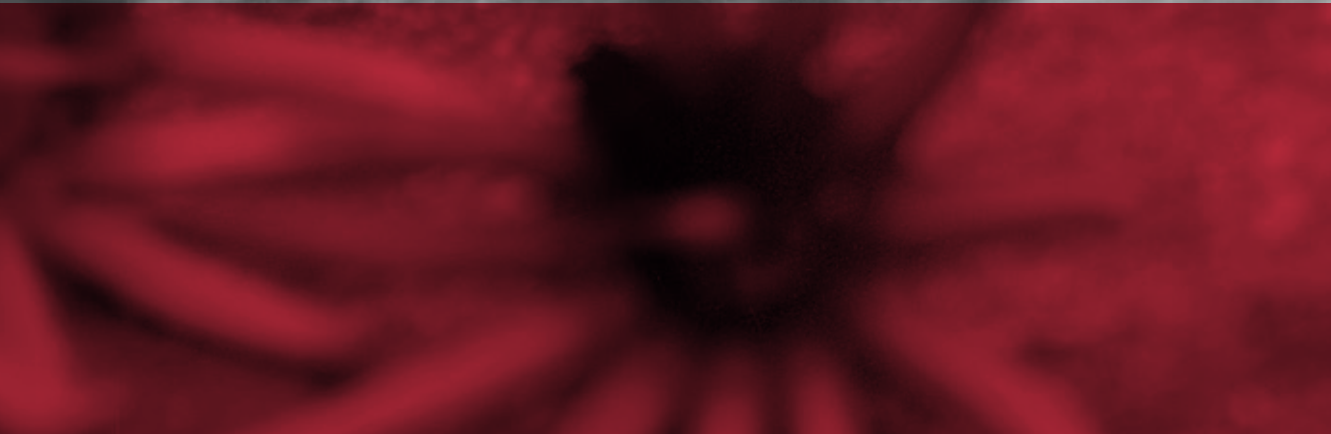
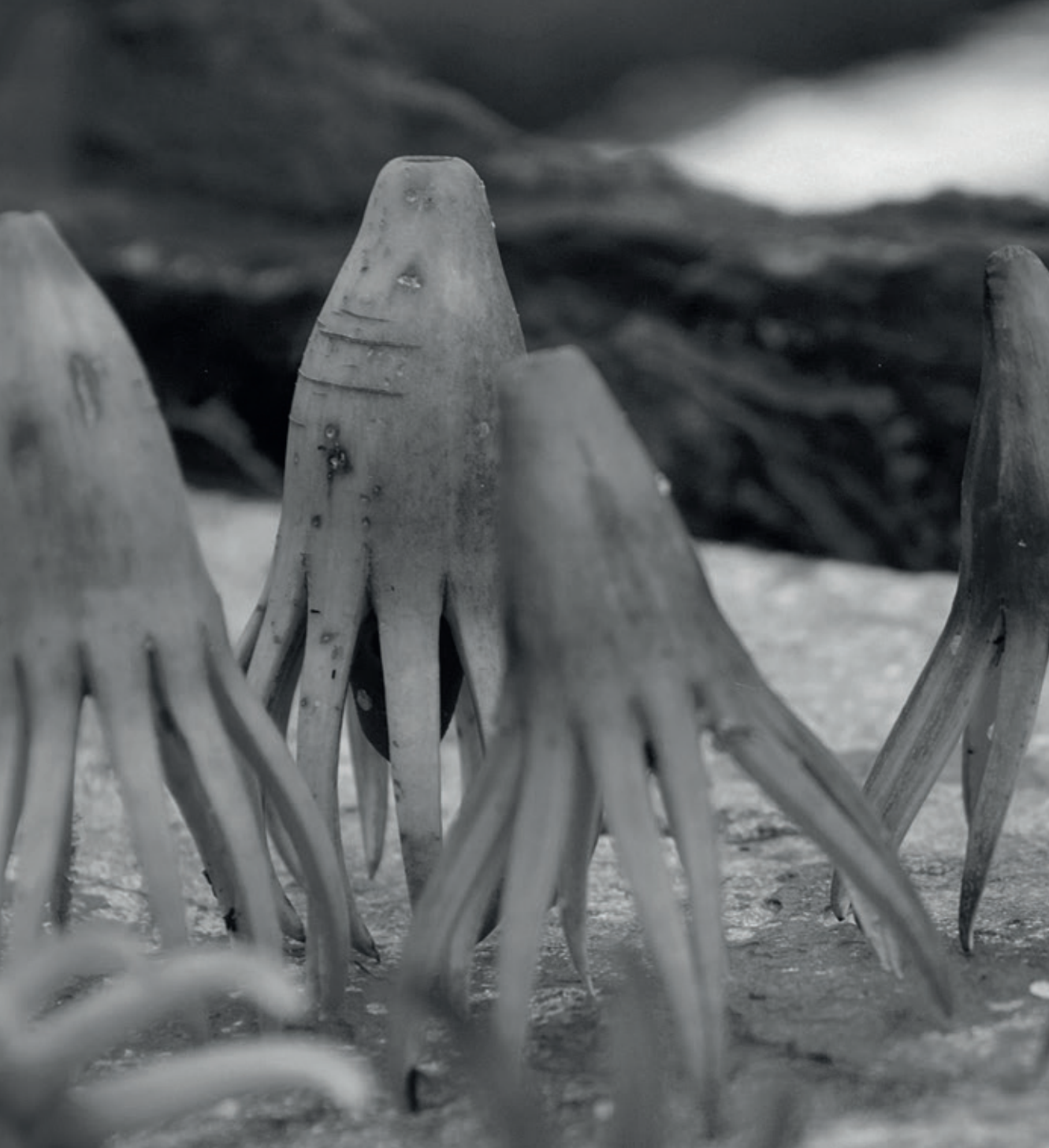
The vision of the Torres Strait Regional Authority is expressed in the languages of the region, recognising the importance and diversity of its culture.

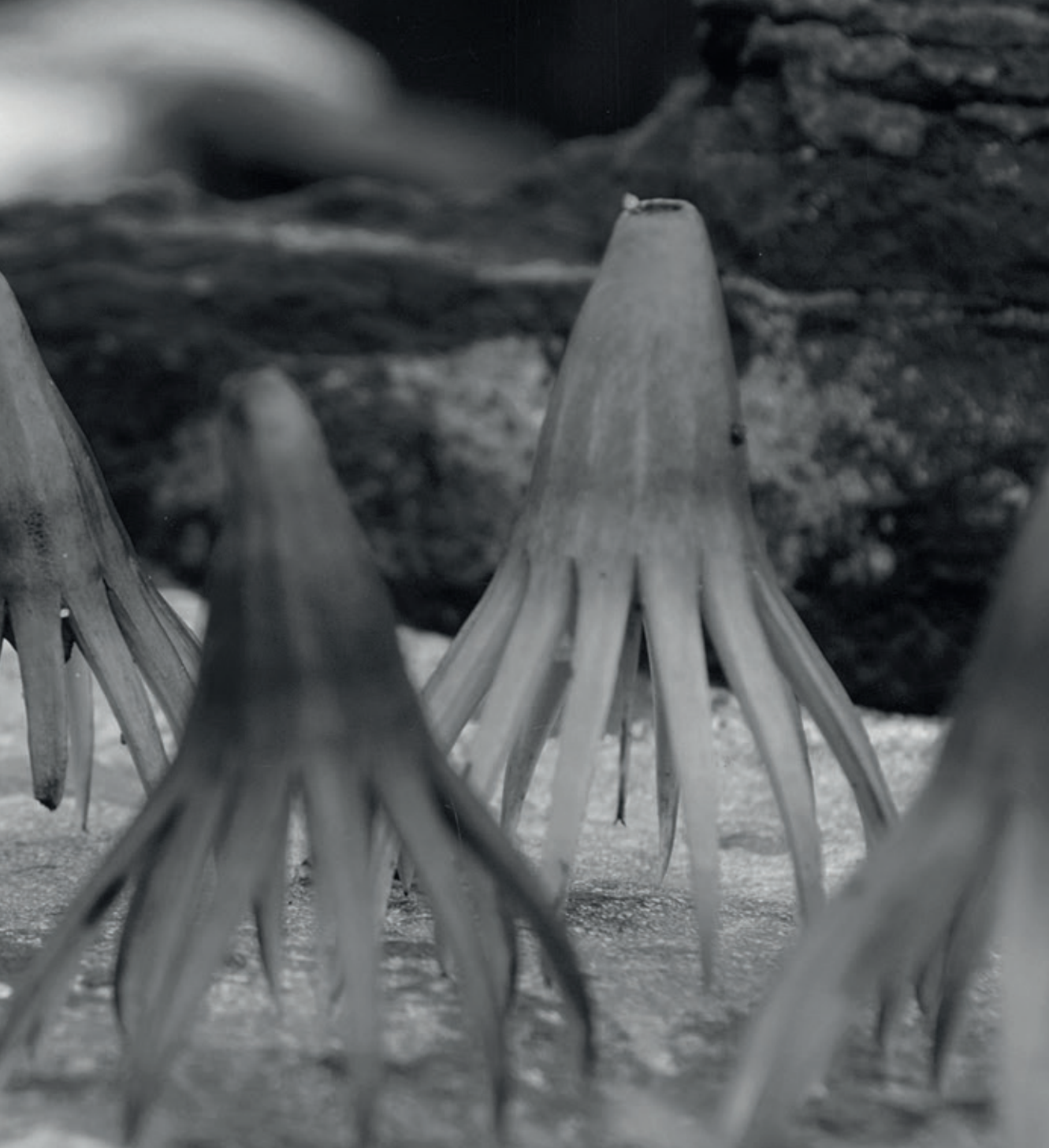
Empowering Torres Strait Islander and Aboriginal people to contribute and make decisions regarding their future will ensure the strength and resilience of culture. The future will be guided by people who live in the region and who understand and promote its unique characteristics.

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Overview

CHAIRPERSON'S REVIEW

During 2020–21 we continued to see the global effects of COVID-19. Addressing the COVID-19 pandemic has provided numerous challenges to both the Torres Strait Regional Authority (TSRA) and the communities of the Torres Strait and the Northern Peninsula Area.

I am extremely proud of how communities have supported each other during this time. While it has meant that families have been kept apart and local artists and businesses have been challenged, our collective actions have ultimately helped to prevent any COVID-19 cases in the Torres Strait during the past year.

Supporting community during unprecedented times

Throughout the year, the TSRA continued to advocate for the protection of our people as a key priority. In 2019–20, the TSRA agreed to additional grants worth \$1.25 million as part of a special COVID-19 initiative in response to crisis preparedness. This financial year, funding was implemented and delivered to non-government organisations to increase community support and COVID-19 protection measures. In addition, a moratorium assistance package – totalling \$473,316 – was provided to TSRA clients holding a current concessional

“Throughout the year, the TSRA continued to advocate for the protection of our people as a key priority.”



Napau Pedro Stephen AM, Chairperson, Torres Strait Regional Authority [Image credit: TSRA/Tahlæ Turner]

business loan or home loan who had been significantly financially impacted by the pandemic. This commitment saw suspension of loan repayments, a zero-interest period and an extension of loan terms where necessary.

Building stronger partnerships through new ways of doing business

Noting our location and health vulnerabilities, I am pleased to continue participating with the TSRA Chief Executive Officer and other regional leaders in the Torres Strait Local Disaster Management Group, as well as meeting virtually with Senator the Hon Marise Payne, Minister for Foreign Affairs, and Senator the Hon Zed Seselja, Minister for International Development and the Pacific, to specifically discuss the threats to our region and the COVID-19 vaccine rollout in Papua New Guinea.

While we may have been limited in our ability to conduct face-to-face meetings, we have found new ways of engaging and using digital technology to continue to come together. We are all becoming more astute about conducting our business using digital platforms and, in many ways, it has allowed us to better connect the Torres Strait with our stakeholders and partners across the country. It was invaluable to have our Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, join us virtually for several of the TSRA Board meetings this year. Having this ongoing dialogue between the TSRA Board and the Minister ensures that our region remains at the forefront of the government's thinking. I look forward to continuing to strengthen our strong working relationship.

Working together to drive better outcomes for the region

A new TSRA Board comprising 20 members was democratically elected in November 2020 and inducted in February 2021. I was lucky enough to be returned as Member for Port Kennedy and honoured to be re-elected by my peers to lead as TSRA Chairperson. I would like to thank the Australian Electoral Commission (AEC) for successfully overseeing the 2020 TSRA Board election after its postponement from July 2020 due to COVID-19.

The TSRA and the AEC established polling centres on 14 Torres Strait islands, Bamaga, Seisia and Cairns, with strict COVID-19 prevention measures to ensure the safety and protection of community members and staff during the voting process. Voting turnouts were strong. This term sees 11 members serving their first term. I am pleased to continue to see an increase in our female leadership representation, with five women successfully elected to the Board (up from three in the previous Board term). Women now comprise 25% of the Board, the largest female representation on the Board since the TSRA's inception.

“ Having this ongoing dialogue between the TSRA Board and the Minister ensures that our region remains at the forefront of the government's thinking. I look forward to continuing to strengthen our strong working relationship. ”

I was pleased to welcome nine Board members to serve as part of the Executive Committee, with each member holding a valuable portfolio position. I thank members for their support and advice. In addition, the Board agreed to establish assistant portfolio member positions. This provides an opportunity for the next generation of TSRA leaders to gain experience in championing better outcomes for the Torres Strait and the communities of Bamaga and Seisia.

In May 2021, the new Board set out its strategic regional priorities. These included: infrastructure, economic development (including fisheries), regional governance, and culture, art and heritage. Native Title, environmental issues and healthy and safe communities continue as normal business.

Advisory committees play an important role and report to the Board to help inform and shape decision-making. To assist in progressing the significant mandate across the TSRA's core business, I have again appointed portfolio members and established the Executive Committee. Given the significance of a much-needed coordinated regional infrastructure footprint, I appointed a new portfolio member (the Member for St Pauls, John Paiwan) to take forward this important work on my behalf – a first for the TSRA.

Working tirelessly to develop economic opportunities

Improving economic development opportunities remains a key priority. We have seen the impact of the pandemic on our local economy and businesses. This reinforces the need for the TSRA to remain adaptative and responsive and to work together with community to address regional economic needs.

Zenadth Kes Fisheries Limited (ZK Fisheries) was successfully registered as a company with the Australian Securities and Investments Commission on 3 December 2020, marking the establishment of a 100% Indigenous-owned fisheries company. I thank the TSRA staff for their tireless work to achieve this milestone – I believe this to be an Australian first. This achievement follows two years of hard work and was an agreed outcome from the Torres Strait Fisheries Summit hosted by the TSRA in October 2020. Establishment of ZK Fisheries is significant to Torres Strait communities because it provides a means of generating more local revenue in the region.

In August 2020, Board members and I travelled to Mer Island and Erub Island to attend the openings of the Mer Guesthouse and Darnley

Deep Seafood. Both exciting developments were funded by the TSRA (total value \$2.02 million) to support employment and financial stability in these communities.

During 2020–21, the TSRA continued to enhance our stakeholder partnerships and advocacy work. During ministerial visits to the region, Board portfolio members met with Queensland Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and Torres Strait Champion the Hon Shannon Fentiman MP; Queensland Minister for Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships the Hon Craig Crawford MP; and Queensland Minister for Health and Ambulance Services the Hon Yvette D'Arth MP. The meetings were productive and enabled discussion on important community issues, including affordable housing, COVID-19 and improvements to regional service delivery.

I was pleased to attend two housing summits in 2020–21 to further address the affordability and lack of suitable housing options in the Torres Strait. I welcomed the announcement by the Hon Mark Bailey MP, Queensland Minister for Transport and Main Roads, on the extension of the Local Fare Scheme for a further 12 months. As an organisation, we advocated strongly for the continuation of the subsidised fare to ensure that suitable, safe and affordable transport options were available for Torres Strait residents.

In an important development for Indigenous rights, it was a pleasure to meet with Indigenous Voice National Co-design Group Co-chair Dr Donna Odegaard AM and Senior Advisory Group Co-chair Professor Tom Calma AO in May 2021. The Indigenous Voice process is a key mechanism for our people to influence legislation, policy and decision-making that directly impacts communities.

“ Zenadth Kes Fisheries Limited was successfully registered as a company with the Australian Securities and Investments Commission on 3 December 2020, marking the establishment of a 100% Indigenous-owned fisheries company. ”

Running in parallel to this process remains our desire to progress regional self-governance. The TSRA Board participated in the Zenadth Kes Regional Leaders Forum in May 2021, along with the mayors and other elected representatives from the Torres Shire Council, Torres Strait Island Regional Council, Northern Peninsula Area Regional Council and Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation. I look forward to continuing the regional governance movement with other leaders in the Torres Strait.

Looking ahead

Without a doubt, it has been a busy year and indeed a busy start for the new TSRA Board. I am proud of the progress that the TSRA made towards its defined goals in 2020–21, despite the impacts of COVID-19. I am grateful to all our staff, contractors, stakeholders, and community members that have helped us to perform at a high level despite the various challenges. I look forward to a further productive year in 2021–22.

A handwritten signature in black ink, appearing to read 'NP Stephen', enclosed within a circular, scribbled outline.

Napau Pedro Stephen AM
Chairperson

CHIEF EXECUTIVE OFFICER'S REVIEW

As the Chief Executive Officer of the TSRA, I am proud of how our team performed in 2020–21 given the challenges of the COVID-19 pandemic. I was impressed to see how the Torres Strait communities responded rapidly to an ever-changing situation, adhering to government advice and restrictions. All these actions helped to avoid any COVID-19 cases in the Torres Strait during this period – what an achievement.

Welcoming the new Board

COVID-19 has not meant that the pace of our work has slowed down. Board elections occurred in November 2020, resulting in the appointment of the TSRA's eighth Board, for the term 2020–2024. Since the Board's induction in February, the TSRA Administration has delivered four face-to-face Board meetings, plus several special purpose teleconferences. Separately, I was pleased to host a series of strategic planning workshops which brought together the Board and the Administration to identify key priorities and to collaboratively shape the future direction of the organisation.



Leilani Bin-Juda PSM, Chief Executive Officer, Torres Strait Regional Authority [Image credit: Future Women/James Greig]

I look forward to working with the new Board to deliver improved economic development and business opportunities for the region and working with our key partners to deliver sustainable infrastructure. The Administration continued to work consistently on the other priorities identified by the Board, including advancement of regional self-governance, stronger preservation of our culture, art and heritage, and protection of Native Title rights.

Enhancing cooperative efforts

As I reflect on the year, it brings me great pride to see that the TSRA continued to deliver the breadth of our programmes across the region, despite the challenges and disruptions caused by COVID-19. As noted in the Chairperson's review, we saw progress reported on fisheries and developing local businesses to improve local and regional economic prospects and stability. The registration of the 100% Indigenous-owned

“ It brings me great pride to see that the TSRA continued to deliver the breadth of our programmes across the region, despite the challenges and disruptions caused by COVID-19. ”

company ZK Fisheries was certainly a highlight for the year and the TSRA looks forward to supporting its transition to a viable and competitive business.

I welcome the enhanced cooperation with communities and partner organisations that share an interest in the environment and fisheries. The TSRA, the Australian Fisheries Management Authority and the Queensland Department of Agriculture and Fisheries jointly funded the Coral Trout and Spanish Mackerel Biological Sampling project. The project collected detailed information about Torres Strait Spanish mackerel and coral trout which will be used to help communities, managers and scientists obtain a more accurate assessment of our regional stocks. Improving our knowledge and understanding of this important resource leads to a healthier, sustainable management of finfish in the Torres Strait.

The TSRA rangers continue to deliver in Torres Strait communities to support Traditional Owners' aspirations for protecting the land and sea and bringing culture to life. On Mer Island, in the eastern Torres Strait, the rangers partnered with Mer Gedkem Le (Torres Strait Islanders) Corporation Registered Native Title Body Corporate and the Mer community to undertake a pilot project to restore an historical sai (stone fish trap).

“ With the theme ‘Always Was, Always Will Be’, NAIDOC Week 2020 was an important time to come together, share experiences and learn more about the Torres Strait’s unique culture. ”

Twenty community members worked alongside TSRA rangers for five days to restore over 300 metres of a sai at Igir. The project highlighted the TSRA's commitment to working with communities to maintain cultural protocols and preserve vital Torres Strait Islander cultural knowledge.

In May 2021, the TSRA signed a memorandum of understanding with the Australian Institute of Marine Science (AIMS) to facilitate enhanced cooperation and research collaboration for the protection of the Torres Strait environment.

Celebrating our successes

It was a pleasure to host several COVID-safe events during the latter half of the year. The TSRA celebrated NAIDOC Week 2020 with an inaugural all-staff event held at the Gab Titui Cultural Centre. Staff participated in a range of cultural activities, including traditional weaving, beading, storytelling, screen printing and Meriam Mir language lessons. With the theme ‘Always Was, Always Will Be’, it was an important time to come together, share experiences and learn more about the Torres Strait’s unique culture.

Following the success of the International Women's Day event in 2020, the TSRA hosted another International Women's Day event in March 2021 for the broader community. Aunty McRose Elu and Ms Elsie Seriat OAM, both highly respected women, shared their personal leadership journeys. Attendees were reminded of the importance of building strong networks and continuing to support Torres Strait Islander and Aboriginal women on their leadership journeys. Through the TSRA's women's leadership programme, 48 women have completed skills and capacity training packages since 2014. The TSRA looks forward to working with past graduates to strengthen our alumni networks.

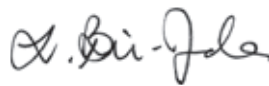
The Gab Titui Cultural Centre's 17th anniversary as the region's first contemporary art gallery was a key milestone in 2020. Established to support the cultural development and maintenance of the unique cultures of the Torres Strait, the centre continues to support and promote Torres Strait and Aboriginal art, artists, cultural practitioners and linguists.

In June 2021, the Gab Titui Cultural Centre officially launched the highly anticipated *150ZK Truth Telling: Coming of the Light Zenadth Kes 150 Years Exhibition*, commemorating the 150 years since Christianity came to the Torres Strait. On display were pieces from artists from Badhulgaw Kuthinaw Mudh (Badu Art Centre), Ngalmun Lagau Minaral (Moa Arts), and Erub Erwer Meta (Erub Arts). The anniversary of The Coming of the Light is an annual milestone event for Torres Strait Islanders, and the exhibition infused culture, art and heritage with religion to explore concepts of identity, faith and tradition to represent the impact and perspectives of Christianity in the region.

The new TSRA building, Powuppoon Haus, opened in February 2021. Located on Thursday Island, the building currently houses staff from the TSRA's Environmental Management Programme who support the TSRA rangers across 13 Torres Strait islands. 'Powuppoon' is the traditional Kaurareg name for the pheasant coucal, a bird that is passionate about its surroundings, determined, steadfast and always seeking to preserve natural things – a fitting representation of the work of the Environmental Management Programme, striving to preserve the unique environmental and cultural values of the region.

Expressing thanks

In conclusion, given the challenges of a global pandemic and disruptive ways of working, the TSRA continued to deliver key achievements for the region. I would like to express my sincere thanks to our stakeholders, partners and communities for their collaboration and cooperation during a challenging year. I would also like to acknowledge the TSRA Board members for their guidance, leadership and support, and the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, for his continued commitment to improving the lives of all Torres Strait Islander and Aboriginal people. Finally, I would like to thank our staff, who remain passionate about their work with communities, for their continued strength and resilience.



Leilani Bin-Juda PSM
Chief Executive Officer

OUR ORGANISATION

Role

The TSRA is a Commonwealth statutory body established to represent the interests of Torres Strait Islander and Aboriginal people living in the Torres Strait and the communities of Bamaga and Seisia in the Northern Peninsula Area.

Under the direction of an Indigenous elected representative board, the TSRA has responsibilities to develop policy, implement programmes and coordinate service delivery for the benefit of the Torres Strait Islander and Aboriginal people of the region.

The TSRA also performs separate functions under the *Native Title Act 1993* (Cth) as the current Native Title Representative Body (NTRB) for the Torres Strait area.

Legislation

The TSRA was established on 1 July 1994 under the *Aboriginal and Torres Strait Islander Commission Act 1989* (Cth) and is currently enabled by the *Aboriginal and Torres Strait Islander Act 2005* (Cth).

The objects of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), as set out in section 3, are:

... in recognition of the past dispossession and dispersal of the Aboriginal and Torres Strait Islander peoples and their present disadvantaged position in Australian society:

- (a) to ensure maximum participation of Aboriginal persons and Torres Strait Islanders in the formulation and implementation of government policies that affect them;

- (b) to promote the development of self-management and self-sufficiency among Aboriginal persons and Torres Strait Islanders;
- (c) to further the economic, social and cultural development of Aboriginal persons and Torres Strait Islanders; and
- (d) to ensure co-ordination in the formulation and implementation of policies affecting Aboriginal persons and Torres Strait Islanders by the Commonwealth, State, Territory and local governments, without detracting from the responsibilities of State, Territory and local governments to provide services to their Aboriginal and Torres Strait Islander residents.

The functions of the TSRA, as outlined in section 142A(1) of the Act, 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.

The powers of the TSRA are outlined in section 142C of the Act, 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.

Accountability

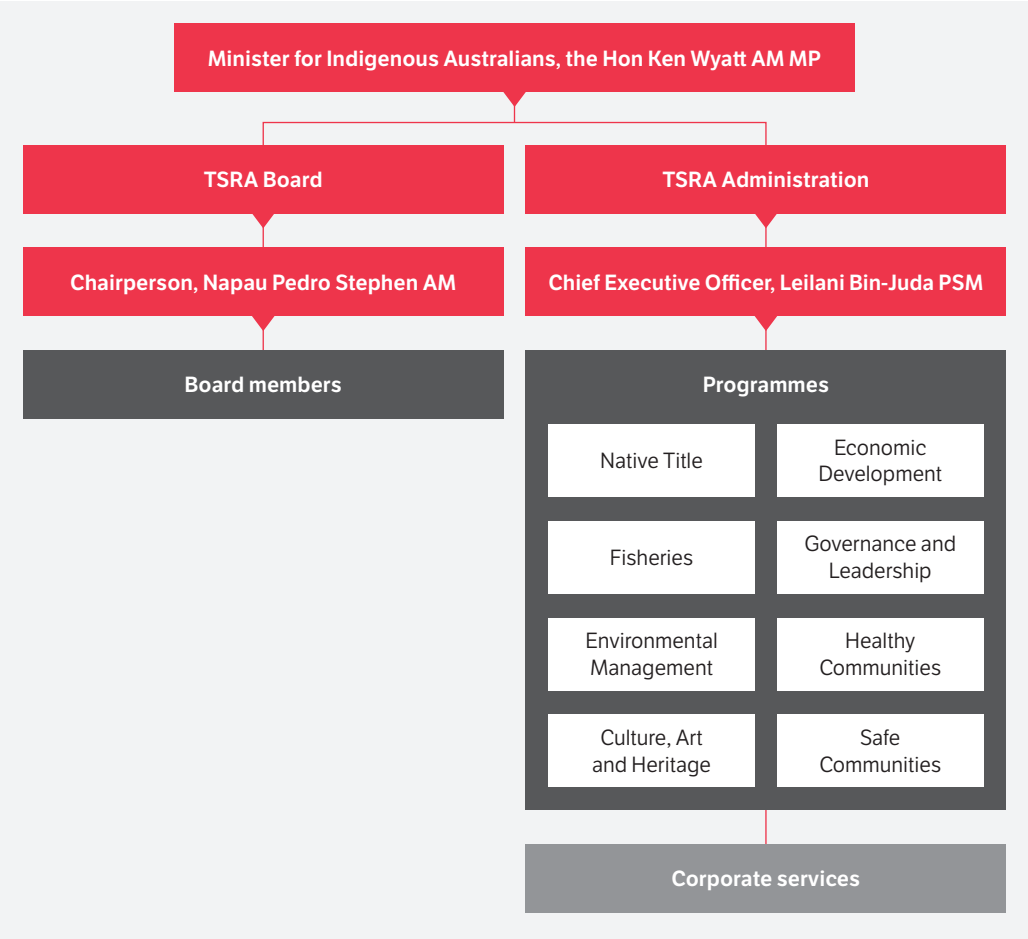
The Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, was the minister responsible for the TSRA throughout 2020–21.

The TSRA Board is the accountable authority of the TSRA for the purposes of the *Public Governance, Performance and Accountability Act 2013* (Cth).

Structure

As Figure 1 shows, the TSRA has two arms: the TSRA Board and the TSRA Administration.

Figure 1: TSRA organisational structure at 30 June 2021

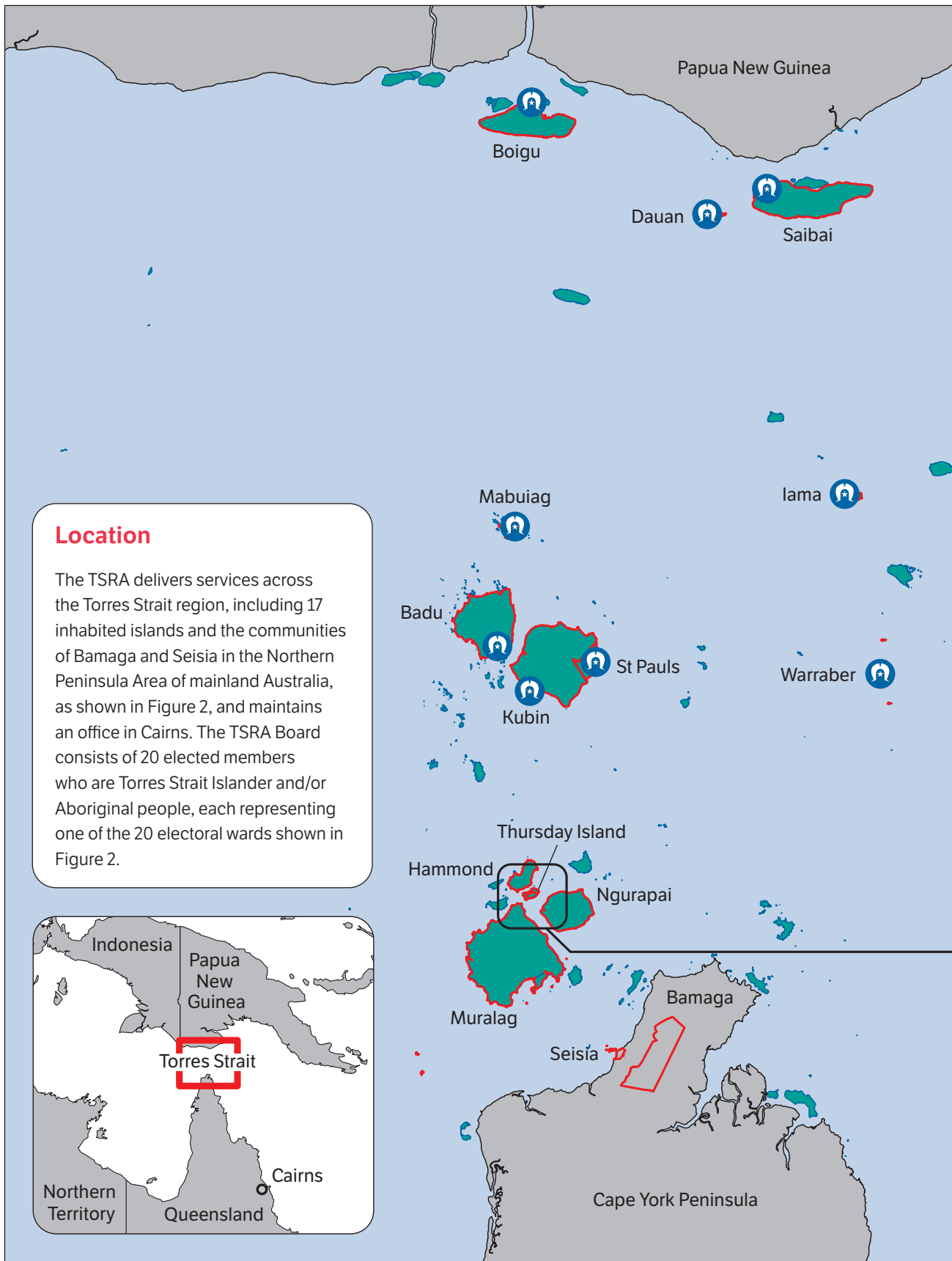


The TSRA Board is the political arm of the TSRA and consists of 20 members who are Torres Strait Islander and/or Aboriginal people living in the region. Board members are elected by their individual communities in elections conducted every four years in accordance with the *Aboriginal and Torres Strait Islander Act 2005* (Cth). The Board determines the TSRA’s strategic vision, policies and budget allocations.

The TSRA Administration consists of the Chief Executive Officer, who is appointed by the Minister for Indigenous Australians, and staff employed under the *Public Service Act 1999* (Cth). The Chief Executive Officer works in close

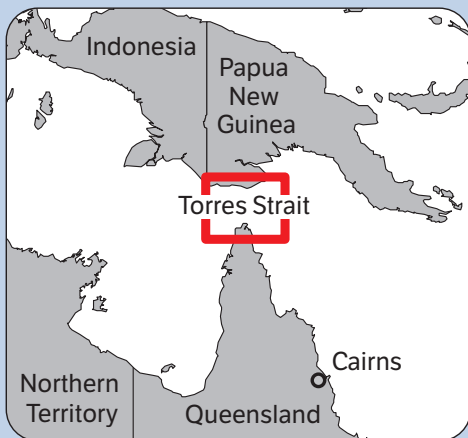
consultation with the Chairperson and Board members to implement Board decisions. The current Chief Executive Officer, Leilani Bin-Juda PSM, commenced in the role on 31 January 2020.

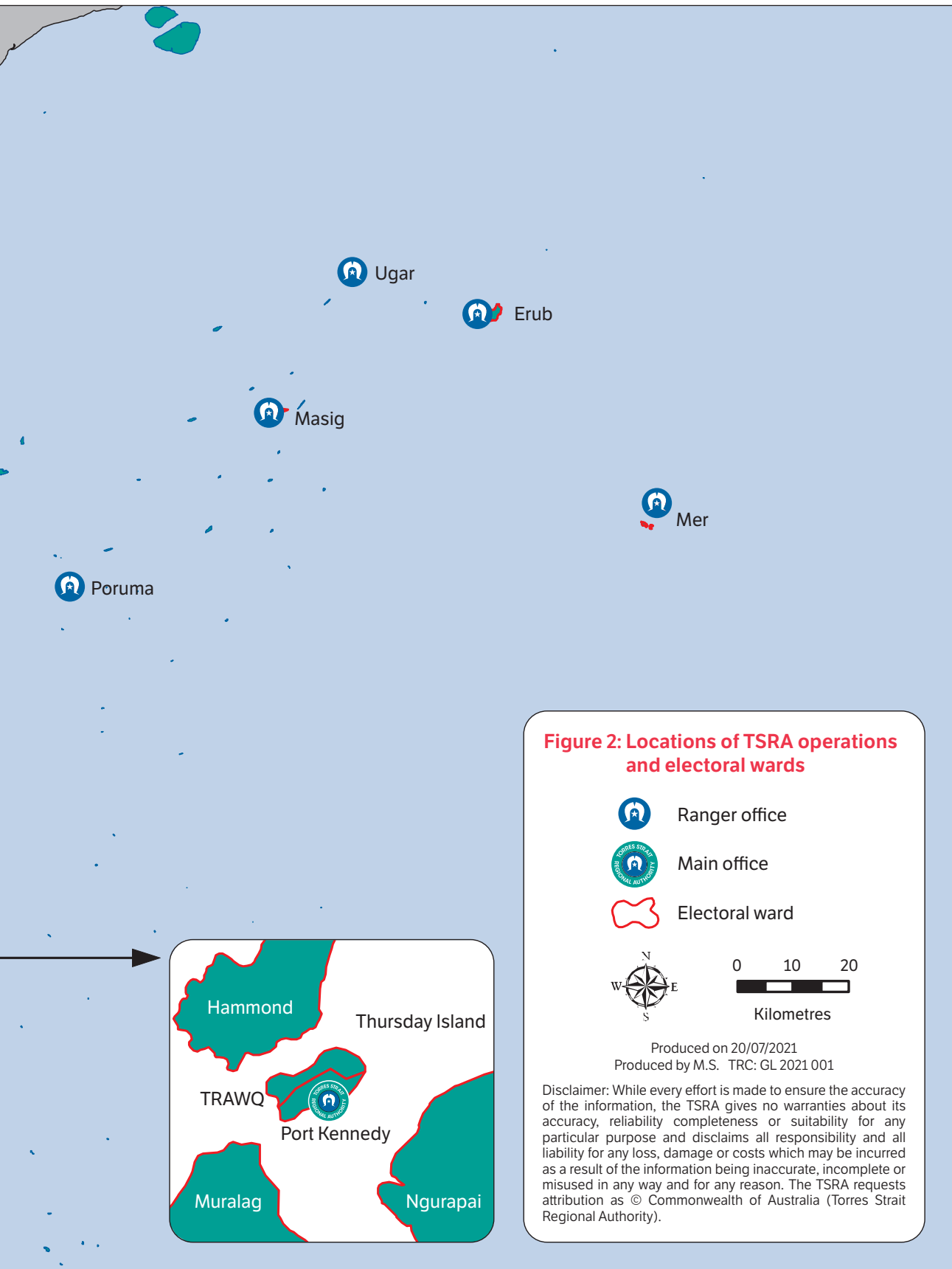
To support the delivery of the TSRA’s functions, and to achieve its purpose and outcomes, the administrative arm is structured into programmes with defined accountabilities and responsibilities. Together, the programmes contribute to the fulfilment of the TSRA’s vision. Measures relating to programme activities are used to assess the overall performance of the TSRA, as detailed in the annual performance statements.

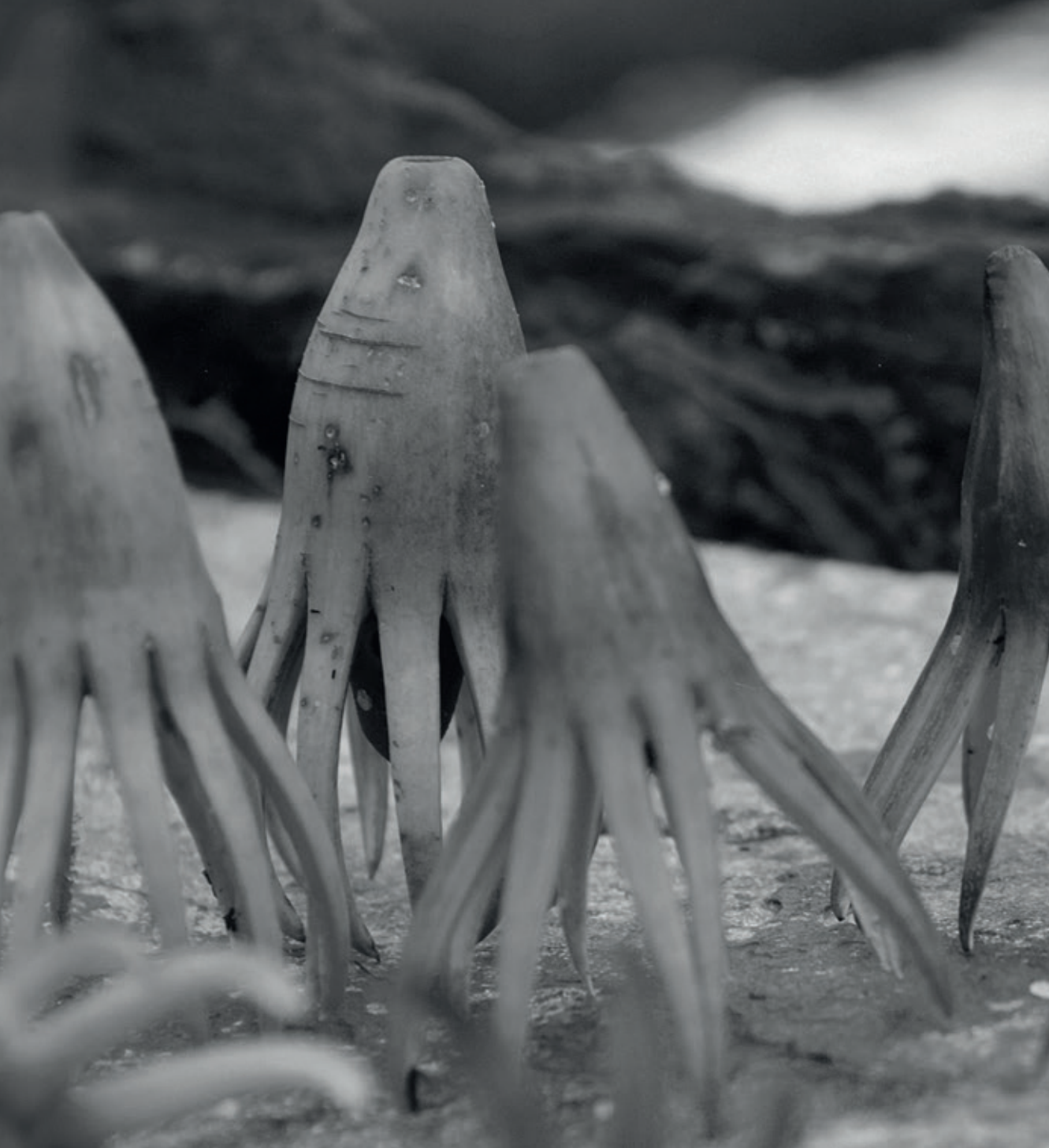


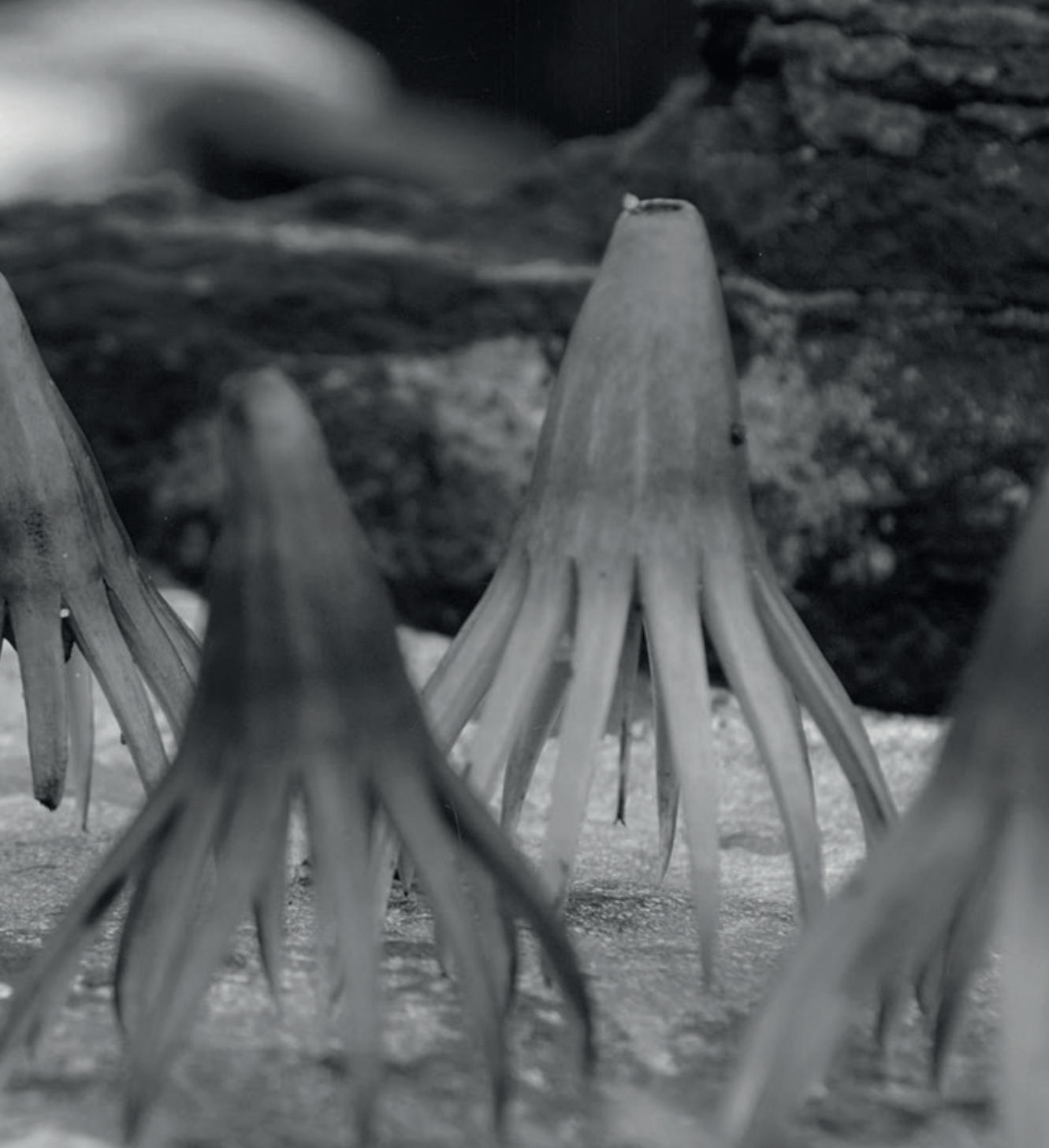
Location

The TSRA delivers services across the Torres Strait region, including 17 inhabited islands and the communities of Bamaga and Seisia in the Northern Peninsula Area of mainland Australia, as shown in Figure 2, and maintains an office in Cairns. The TSRA Board consists of 20 elected members who are Torres Strait Islander and/or Aboriginal people, each representing one of the 20 electoral wards shown in Figure 2.









Annual performance statements

INTRODUCTORY STATEMENT

The TSRA Board, as the accountable authority of the TSRA, presents the 2020–21 annual performance statements of the TSRA, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth). In the Board's opinion, the annual performance statements accurately reflect the performance of the entity, and comply with subsection 39(2) of the *Public Governance, Performance and Accountability Act 2013* (Cth).

A handwritten signature in black ink, appearing to read 'NP Stephen', enclosed within a circular stamp or seal.

Napau Pedro Stephen AM
Chairperson
Torres Strait Regional Authority
12 October 2021

PURPOSE

As stated on page 4 of the *Torres Strait Regional Authority Corporate Plan 2020–2021 to 2023–2024*, the TSRA, under the direction of an Indigenous elected representative Board, is the lead Commonwealth agency with responsibility to develop policy, implement programmes and coordinate service delivery for the benefit of Torres Strait Islander and Aboriginal people of the region.

Established under the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the core of the TSRA's governing mandate is the recognition and maintenance of Ailan Kastom belonging to all Torres Strait Islanders, and the formulation and coordination of policies and programmes for Torres Strait Islanders and Aboriginal persons living in the Torres Strait area.

As stated on page 319 of the *Prime Minister and Cabinet Portfolio Budget Statements 2020–21*, the TSRA supports the Australian Government through the delivery of a single outcome:

Outcome 1: 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.

RESULTS AND ANALYSIS

The TSRA measures its performance against the criteria set out in the *Prime Minister and Cabinet Portfolio Budget Statements 2020–21* (pages 319–320) and the *Torres Strait Regional Authority Corporate Plan 2020–2021 to 2023–2024* (pages 13–15). The performance criteria are aligned with the regional goals and planned outcomes set out in the *Torres Strait Development Plan 2019–2022*.

The measures and results in these annual performance statements are grouped by seven key priorities that correspond to the seven ways in which the TSRA delivers its outcome, as described on page 319 of the portfolio budget statements.

Summary of results

The seven priority activities are working towards improving the economic, social and cultural status of Torres Strait Islander and Aboriginal people living in the Torres Strait and the communities of Bamaga and Seisia in the Northern Peninsula Area. The performance of each activity was assessed against the agreed measures using the following assessment scale:

- On track – demonstrates substantial progress that will likely result in achieving objective
- Partially on track – demonstrates some progress made towards achieving objective
- Below expectation – demonstrates little or no progress towards achieving objective.

Overall, the performance results demonstrate that the TSRA is working within its resources to influence, develop and deliver on a range of activities which contribute to the region's strategic goals. Each priority was assessed as 'On track' at 30 June 2021.

Impact of COVID-19 on performance

COVID-19 had a significant impact on the TSRA's performance in 2020–21. While the Torres Strait region remained COVID-19 free throughout the year – thanks to strong community adherence to guidelines and restrictions, swiftly implemented border controls and a coordinated response effort on vaccinations – the pandemic's effects were felt across the region's economy, employment, infrastructure, arts, sports and health sectors.

The uncertainty associated with COVID-19 saw increased unemployment rates, weaker business and consumer confidence, and delayed delivery of infrastructure projects. Travel restrictions not only impacted the region's tourism, arts and cultural industries but also hindered the ability to visit, engage and consult face-to-face with communities – the core of the TSRA's work – as well as with partner agencies and key stakeholders.

The TSRA has shown strength, resilience and initiative to pivot in these unprecedented times to undertake new ways of operating. While it has been a challenge, the TSRA remains committed to delivering the right outcomes to benefit the region.

Future strategic priorities

As a result of a series of strategic planning workshops held in May 2021, the TSRA Board reaffirmed its focus on improving economic development and business opportunities for Torres Strait Islander and Aboriginal people living in the region and working with key partners to deliver sustainable infrastructure developments. Other priorities identified included advancement of regional governance and stronger preservation of culture, art and heritage. These strategic priorities will be captured in the TSRA's future planning.

Priority 1: Increasing economic development

Table 1: Performance summary: Increasing economic development

Objectives ¹	Performance criteria	Result
Improving commercial capability of Torres Strait Islander and Aboriginal people in the region Providing access to capital for commercially viable businesses	Increase in the number of Torres Strait Islander and Aboriginal owned commercially viable businesses ^{1,2} Measured by: ² <ul style="list-style-type: none"> Community Development Program audit of businesses in the Torres Strait area Number of business loans administered by the TSRA 	On track
	Increased availability of approved business training ^{1,2} Measured by: ² <ul style="list-style-type: none"> Feedback evaluation sheets from course participants to ensure effectiveness of courses Attendance records Number of courses offered 	On track
<p>1 Portfolio budget statements 2020–21</p> <p>2 Corporate plan 2020–21</p>		

The uncertainty of the short-term and long-term impacts of COVID-19, including travel restrictions, affected new business endeavours across the region during 2020–21. As in other regional areas, eligible employees and self-employed individuals were able to access the Australian Government's JobKeeper Payment, resulting in fewer people being willing to take business risks.

The TSRA's Business Funding Scheme provides concessional business loans to Torres Strait Islander and Aboriginal people living in the region, at interest rates lower than commercial bank rates. Historically, many of the loans have been for businesses in the fisheries and tourism sectors, which were significantly hit by the financial impacts of COVID-19. Therefore, the TSRA saw no concessional business loans approved to support Torres Strait Islander and Aboriginal businesses in 2020–21.

However, under the TSRA's Torres Strait Regional Economic Investment Strategy, two Fisheries Business Growth Package applications were approved and four Tourism Business Growth Package applications were received and are currently being assessed.

The TSRA continued to fund three tourism officer positions – one each at the Torres Shire Council, the Torres Strait Island Regional Council and the Northern Peninsula Area Regional Council – dedicated to supporting the region's tourism and visitor economy.

“The uncertainty of the impacts of COVID-19 affected new business endeavours across the region during 2020–21.”

While COVID-19 restrictions limited the TSRA's reach and reduced the number of training courses delivered, in the latter part of the year the TSRA was able to host two series of the You Sabe Business workshops, on Erub Island and Ngurapai Island. The You Sabe Business workshop series (comprising three workshops: You Sabe Dream, You Sabe People and You Sabe Money) are contextualised for the region and target the development of business skills for local Indigenous start-ups that are still in the incubation stage.

This year, the TSRA undertook to align the workshops with the Wapil – Fishing for Our Future Project to provide industry-specific knowledge and business practices relevant to commercial fishing and seafood processing. A total of 29 participants completed the workshop series. As part of the TSRA's follow-up commitment, each participant now has a client officer from within the TSRA Economic Development Programme who provides ongoing support specific to the individual's business needs.

Also within the business training space, the TSRA provides business mentoring support to eligible applicants who have an existing business or are nearly ready to start a new business. During 2020–21, the TSRA received enquiries from 12 potential clients, supported eight as clients and referred the remaining four to Many Rivers Microfinance Ltd

(a not-for-profit organisation specialising in small business support). Of the eight clients, seven are working towards applying for a Business Growth Package and one is working towards a TSRA concessional business loan.

The TSRA was able to continue to support training and up-skilling for entry into the maritime sector. The Torres Strait Maritime Pathways Project (TSMPP) focuses on equipping participants with a coxswain licence to meet legislative requirements for commercial fishing. In 2020–21, five TSMPP courses were delivered in the region. Participants were trained in marine radio operations, first aid and maritime operations and a total of 85 coxswain licences were issued.

The Growing Our Own Tagai Transitions Maritime Project, aimed at students in years 10, 11 and 12, is funded by the TSRA and delivered in partnership with Tagai State College and TAFE Queensland. The project builds capability in the region's maritime resource sector and helps to prepare school leavers to transition smoothly into the workforce. Students were offered a range of courses including first aid, shipboard safety and maritime operations in 2020–21.

The TSRA is the Community Development Program (CDP) agreement manager for the region. In 2020–21, 239 CDP job seekers moved into employment from welfare, with 166 meeting employment outcome milestones.

The TSRA continued to work in partnership with government and non-government organisations to deliver industry training projects aimed to transition job seekers from the CDP into employment while contributing to outcomes for the wider community. As a result, during 2020–21, three projects were completed with 10 participants entering full-time employment. The completed projects were the Thursday Island (Stage Three) Cycle Path construction, the Badu Island Multi-purpose Office Upgrade and the Mentors Employment Project.

“ The Growing Our Own Tagai Transitions Maritime Project builds capability in the region's maritime resource sector and helps to prepare school leavers to transition smoothly into the workforce. ”

Priority 2: Improving the use of fisheries

Table 2: Performance summary: Improving the use of fisheries

Objectives ¹	Performance criteria	Result
Implementing commercially and environmentally sustainable strategies to increase Torres Strait Islander and Aboriginal ownership of the local fishing industry	Increases in catches by Torres Strait and Aboriginal fishers relative to total allowable catch, strengthening claims for increased ownership ^{1,2} Measured by: ² <ul style="list-style-type: none"> Australian Fisheries Management Authority Fisheries Receiver Licence Reports and total allowable catch advice Effectiveness of a range of fisheries capacity building initiatives undertaken by the programme Increased Indigenous employment in the fisheries 	On track
	The percentage ownership of Torres Strait commercial fisheries by Torres Strait Islander and Aboriginal people in the region ^{1,2} Measured by: ² <ul style="list-style-type: none"> Protected Zone Joint Authority records of fishing rights Finfish and tropical rock lobster quota leasing records 	On track
<p>1 Portfolio budget statements 2020–21</p> <p>2 Corporate plan 2020–21</p>		

The impacts of COVID-19, coupled with export restrictions, were heavily felt in the fishing industries in the Torres Strait region during 2020–21. In the tropical rock lobster market, prices for live tropical rock lobster fell significantly, resulting in fishers selling live and frozen catch at a reduced rate. Other fisheries were also affected by the downturn in prices. Ongoing travel restrictions reduced the ability for fishers to participate in a number of key industry meetings, although some meetings were able to be conducted via videoconference.

There were, however, several highlights during the year. At the TSRA-hosted Torres Strait Fisheries Summit in November 2020, attendees decided on the establishment of ZK Fisheries as a public company under the *Corporations*

Act 2001 (Cth). With five interim directors and 25 foundational company members all of whom are of Torres Strait Islander or Aboriginal descent, this is the first wholly Indigenous-owned company to be established as a commercial fisheries entity.

With significant support from the TSRA Fisheries Programme, ZK Fisheries was formally registered as a company by the Australian Securities and Investments Commission on 3 December 2020. The five interim directors will hold their position until the first annual general meeting, to be held within 18 months of company registration. The TSRA funded the development of a marketing and branding strategy to support the start-up activities of the new fisheries entity.

In August 2020, the community-owned business Darnley Deep Seafood on Erub Island was officially reopened, delivering the first infrastructure upgrade as part of the TSRA's Wapil – Fishing for Our Future Project. The facility creates an opportunity for local fishers to generate new income from local finfish and tropical rock lobster catches. The TSRA supported the training and employment of staff to manage the full-time processing operation. Darnley Deep Seafood was able to forward its first shipment of seafood to the southern domestic markets within one month of reopening, and continued to ship fresh seafood throughout the year. A marginal increase in local sales from the finfish fisheries was recorded, which can be attributed to the infrastructure upgrade.

COVID-19 and the associated travel restrictions delayed the planned rollout of Wapil – Fishing for Our Future Project activities across several other islands. The TSRA continued to engage and consult with communities with a view to establishing similar seafood-related infrastructure elsewhere across the Torres Strait.

During 2020–21, the TSRA contributed to a number of key scientific stock assessment surveys, vital for sustainable management of the fisheries resource. Support was provided towards further research into the region's Spanish mackerel and black teatfish (bêche-de-mer) stocks. As a result of the stock assessment of the black teatfish, the 100% Indigenous-owned fishery was able to reopen after a decade-long closure. A total allowable catch of 20 tonnes of the high-value product generated a new source of income for local fishers during the season, valued at \$700,000 (based on the average buying cost of \$35 per kilo). Through finfish leasing arrangements to non-Indigenous commercial fishers, a total of \$76,000 was generated in revenue through access to Spanish mackerel, coral trout and other species tonnage.

“ A total allowable catch of 20 tonnes of the high-value black teatfish product generated a new source of income for local fishers during the season, valued at \$700,000. ”

A range of projects were facilitated as part of the TSRA's participation in the Protected Zone Joint Authority (PZJA). This included the delivery of training, as well as funding that provided for 27 Traditional Inhabitants (under the Torres Strait Treaty) to participate in 10 PZJA working groups and advisory subcommittees. Through our Fisheries Programme, the TSRA additionally provided \$75,000 in funding during 2020–21 for the Coral Trout and Spanish Mackerel Biological Sampling project which was undertaken through the Torres Strait Scientific Advisory Committee of the PZJA.

Case study:

Establishment of a Torres Strait Islander and Aboriginal owned fisheries company

A long-held aspiration of Torres Strait Islander and Aboriginal peoples is to own 100% of all commercial fisheries in the Torres Strait Protected Zone. At the 2018 Torres Strait Fisheries Summit, attendees agreed to progress plans to establish a separate legal entity to own and manage their commercial fisheries resources.

Under the leadership of the TSRA-appointed Fisheries Regional Ownership Framework Steering Committee, after two years of extensive community engagement, a range of commercial options were considered by 100 representatives at the 2020 Torres Strait Fisheries Summit. Following debate, the representatives agreed to register a separate legal entity under the *Corporations Act 2001* (Cth). On 3 December 2020, Zenadth Kes Fisheries Limited was registered with the Australian Securities and Investments Commission.

The 2020 summit also elected 25 foundation members in anticipation of the company's registration. Company membership consists of five members from each of the five island cluster nations of Gudamalulgal, Kaiwalagal, Kemer Kemer Meriam, Kulkaigal and Maluialgal.

The ZK Fisheries interim board appointed its first, Indigenous Chief Executive Officer in May 2021, following a nationwide recruitment process. The company has now entered its start-up phase and is considering a range of commercial models to suit the region and local commercial fishery operators.

The primary aim of the company is to develop direct and consistent supply chains to domestic and international seafood wholesalers to maximise returns for the benefit of the region and its local communities. In doing so, the company also aims to increase Traditional Inhabitant boat operator participation and catch rates to provide valuable income streams.



The TSRA Chairperson and Chief Executive Officer with directors and elected members of ZK Fisheries [Image credit: Honey and Fox/Fraser Johnston]

Priority 3: Improving Native Title claim outcomes

Table 3: Performance summary: Improving Native Title claim outcomes

Objectives ¹	Performance criteria	Result
Assisting with negotiating successful future acts and Indigenous Land Use Agreements (ILUAs)	Number of Native Title claims successfully determined ^{1,2} Measured by: ² <ul style="list-style-type: none"> Register of Native Title Claims Advice from Traditional Owners 	On track
Assisting with Native Title claims	Number of ILUAs that have compensation or other benefits as part of ILUA terms ^{1,2} Measured by: ² <ul style="list-style-type: none"> Native Title Office records National Native Title Tribunal Federal Court records Impact of ILUAs or compensation settlements in compensating Traditional Owners for the use of Native Title land and sea 	On track
Supporting Prescribed Bodies Corporate (PBCs) to understand and meet their responsibilities under the <i>Native Title Act 1993</i> (Cth)	Number of PBCs that achieve Office of the Registrar of Indigenous Corporations compliance as at 31 December each year ^{1,2} Measured by: ² <ul style="list-style-type: none"> Number of PBCs that achieved compliance with their statutory reporting obligations – this includes the conduct of an annual general meeting and the submission of a general report Regional PBC Maturity Model Survey 	On track
<p>1 Portfolio budget statements 2020–21</p> <p>2 Corporate plan 2020–21</p>		

Under the *Native Title Act 1993* (Cth), the TSRA is the NTRB for the Torres Strait area. To date, 29 Native Title claims have been successfully determined in the Torres Strait region. The TSRA is continuing to provide facilitation and assistance for the following five well-advanced claims in the region:

- QUD27/2019 Torres Strait Regional Sea Claim (Part B)
- QUD26/2019 Kaurareg People #1
- QUD10/2019 Kaurareg People #2
- QUD24/2019 Kaurareg People #3
- QUD9/2019 Warral and Ului.

In 2020–21, the TSRA provided a total of \$1.6 million for those five claims before the Federal Court, including funding for legal representation for the applicants, research costs, and meeting costs (such as travel).

During the reporting period, the TSRA received 55 future act notices and, on instructions, responded to 20 of those notices. This compares to 91 future act notices received in 2019–20. Over the five years from 2016–17 to 2020–21, the TSRA received a total of 954 future act notices. It should be noted that the TSRA does not respond to future act notices

where there is a conflict (e.g. where the TSRA is the notifier); where the TSRA is not the NTRB supporting the relevant Native Title holders or Prescribed Body Corporate (PBC); or where the TSRA does not receive instructions to respond from the PBC.

During 2020–21, six Indigenous Land Use Agreements (ILUAs) were finalised and registered with the National Native Title Tribunal. While the TSRA did not lead on the negotiations for those ILUAs, the TSRA assisted PBCs to invoice entities for ongoing ILUA compensation and negotiate other agreements (such as licence agreements) that provided for compensation, fee-for-service payments or cultural heritage payments to Native Title holders. While there were no Deed of Grant in Trust transfers to PBCs in 2020–21, two PBCs received support for future transfers expected to occur in 2021–22 and 2022–23.

The TSRA's Native Title Office remains committed to providing financial and in-kind support to the 21 PBCs in the region, to build their capacity to ensure effective engagement with communities and fulfil their statutory obligations under the *Native Title Act 1993* (Cth), *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth), *Torres Strait Islander Cultural Heritage Act 2003* (Qld) and *Aboriginal Cultural Heritage Act 2003* (Qld) and the Native Title (Prescribed Bodies Corporate) Regulations 1999 (Cth). In 2020–21, there were 12 non-compliance matters, consisting of overdue annual general meetings, general reports and one compliance notice.

The TSRA's financial support, in the form of grants totalling \$645,430 in 2020–21, enabled PBCs in the region to employ part-time administration officers, pay for office costs, have staff attend training, and maintain body corporate records. In 2020–21, funding was also allocated to assist self-nominated PBCs to attend training provided by the Office of the

“ The TSRA's Native Title Office remains committed to providing financial and in-kind support to the 21 PBCs in the region, to build their capacity to ensure effective engagement with communities and fulfil their statutory obligations. ”

Registrar of Indigenous Corporations (ORIC) on Thursday Island, and to assist a PBC to engage an external service provider to support its compliance work. The TSRA is committed to supporting PBCs and working with Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation to assist PBCs to achieve and maintain ORIC compliance.

In addition, in accordance with the NTRB statutory dispute resolution and facilitation and assistance functions, the TSRA's Native Title Office provided support to Native Title holders and PBCs to address intramural disputes, and referred two such disputes to the National Native Title Tribunal for mediation assistance.

Priority 4: Maintaining culture, art and heritage

Table 4: Performance summary: Maintaining culture, art and heritage

Objectives ¹	Performance criteria	Result
Supporting an active and sustainable arts and craft industry in the region Integrating cultural values and protocols into service planning and management practice Preserving and promoting cultural heritage and histories of the region	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 ^{1,2} Measured by: ² <ul style="list-style-type: none">• Artists' attendance at copyright information sessions• Artists that have signed appropriate agreements where their rights have been highlighted• Number of artists signed up to VisCopy• Copyright Agency artists' licence fees paid through Gab Titui Cultural Centre Sales	On track
<div><div>1 Portfolio budget statements 2020–21</div><div>2 Corporate plan 2020–21</div></div>		

The Torres Strait regional art, craft and performance sectors were significantly affected by COVID-19 impacts this year. Unfortunately, the effects of the pandemic, including travel restrictions and financial pressures, resulted in decreased sales and a reduced exhibitions and public programmes schedule. Particularly difficult was the decision to reschedule the 12th biennial Gab Titui Indigenous Art Awards until 2022, due to the ongoing risks associated with COVID-19.

However, the Gab Titui Cultural Centre was pleased to engage 15 artists under licence agreements for the use of their artwork on art and craft products and merchandise developed by the centre. In total, 168 regional artists and 42 regional cultural practitioners were registered by the Gab Titui Cultural Centre as being active. This represents a decrease from 262 artists and 106 practitioners in the previous year but is higher than the figures reported in 2018–19 and 2017–18.

“ The Gab Titui Cultural Centre was pleased to engage 15 artists under licence agreements for the use of their artwork on art and craft products and merchandise developed by the centre. ”

In 2020–21, the TSRA provided annual operational funding contributions, as well as additional COVID-19 funding support, to the three regional arts centres of Badhulgaw Kuthinaw Mudh (Badu Art Centre), Ngalmun Lagau Minaral (Moa Arts), and Erub Erwer Meta (Erub Arts). This support was vital to ensure that the art centres remained active and functioning during the challenges of COVID-19.

In addition, three grants in the Culture, Art and Heritage Programme, comprising a total of \$65,000, were approved through the Common Funding Round process during 2020–21. The successful applicants will undertake activities to improve industry capability, record traditional knowledge and host community exhibitions.

The Gab Titui Cultural Centre's retail trading was temporarily reduced during this reporting period, with customers encouraged to visit the shop online. Total sales were valued at \$115,423 for 8,219 items sold, which included artworks, jewellery, craft and merchandise. The Gab Titui Cultural Centre underwent a major retail shop refurbishment to complement the increasing number of artworks and range of products for display.

While limited in physical engagement, the TSRA worked in close partnership with local artists, performers and cultural practitioners to adjust to delivery for online audiences.

The TSRA supported artists to acquire digital platform skills to improve capabilities, engagement and networks with other artists and stakeholders.

A highlight achievement was the strong Torres Strait online feature at the Cairns Indigenous Art Fair and the Darwin Aboriginal Art Fair. Featured artists were able to virtually present art demonstrations, cultural knowledge sharing and dance performances. Through our commitment to the Torres Strait Dance Strategy, the St Pauls community dance group Wugalgau Kaiin Thithui was able to showcase its traditional performance and storytelling to a global online audience.

The Gab Titui Cultural Centre offered a limited public programme schedule to comply with COVID-19 restrictions and social distancing measures. Over 20 art and cultural workshops were delivered to school-aged children and families, and several community events –

“ A highlight achievement was the strong Torres Strait online feature at the Cairns Indigenous Art Fair and the Darwin Aboriginal Art Fair. Featured artists were able to virtually present art demonstrations, cultural knowledge sharing and dance performances. ”

such as NAIDOC Week events and the 17th anniversary of the opening of the Gab Titui Cultural Centre – were held. In June 2021, the much-anticipated exhibition commemorating the arrival of Christianity in the Torres Strait and its influence, *150ZK Truth Telling: Coming of the Light Zenadth Kes 150 Years Exhibition*, was officially opened at the centre.

Through an investment of \$400,000 from the Department of Infrastructure, Transport, Regional Development and Communications (Office for the Arts) Indigenous Languages and Arts programme, the TSRA continued its work with stakeholders on the implementation of the Torres Strait Traditional Languages Project, with the guidance of the Torres Strait Traditional Language Advisory Committee. In partnership with the Miromaa Aboriginal Language and Technology Centre, the TSRA is examining suitable options for the establishment of a physical Torres Strait language centre.

Case study:
**Torres Strait showcased
through online platform for
Indigenous art fairs**

In August 2020, despite the challenges of the COVID-19 pandemic, the TSRA's Culture, Art and Heritage Programme presented Torres Strait culture and art through an online digital programme at both the Cairns Indigenous Art Fair and the Darwin Aboriginal Art Fair.

The Gab Titui Cultural Centre supported 26 Torres Strait artists and cultural practitioners from across the Torres Strait and the Northern Peninsula Area to participate in the art market, exhibitions, public programmes and performances through the online programme.

The featured artists and cultural practitioners – weavers, jewellers, carvers, painters, storytellers, musicians and dancers –

showcased their art media and cultural practices, and shared cultural knowledge through storytelling, traditional cooking and song and dance performances.

For the Cairns Indigenous Art Fair, a dedicated Torres Strait Hour was embedded in the programme, showcasing new and existing Torres Strait performances and workshops. To contribute to the fair's theme of 'Cultural Evolution', three Torres Strait Islander artists featured artworks in the climate change exhibition, enabling discussions of the Torres Strait region and impacts of climate change.

For the Darwin Aboriginal Art Fair, audiences were provided with cultural demonstration workshops and traditional performances, and the Gab Titui Cultural Centre online shop was featured in the digital art market.

Online sales totalled \$1,100 for the two fairs combined.



Models Taisie Sailor, Hans Ahwang and Gertie Kris from St Pauls Community, Moa Island, presenting a fashion show at the 2020 Cairns Indigenous Art Fair [Image credit: Mary Kathy Ware]

Priority 5: Improving community health and safety

Table 5: Performance summary: Improving community health and safety

Objectives ¹	Performance criteria	Result
Investing in whole-of-government infrastructure to support healthy homes and healthy living environments Implementing policies to support community-managed delivery of primary and public health care services based on regional needs and priorities Improving access to affordable fresh and healthy foods Ensuring affordable home ownership is available across the region	Increased investment into new and existing regional environmental health infrastructure ^{1,2} Measured by: ² <ul style="list-style-type: none"> Major Infrastructure Program (MIP) quarterly reports Various interagency meetings including the Major Infrastructure and Other Projects Trustees Meeting, Technical Management Committee Reporting specification in standard funding agreements 	On track
Investing in effective community and social services Supporting law enforcement and community safety programs Ensuring communities have access to appropriate transport infrastructure	Improved regional environmental health, telecommunication and marine infrastructure ^{1,2} Measured by: ² <ul style="list-style-type: none"> Investment in relevant infrastructure Delivery of infrastructure projects in the region 	On track
<p>1 Portfolio budget statements 2020–21</p> <p>2 Corporate plan 2020–21</p>		

Since 1998, the TSRA has been working with the Australian Government, the Queensland Government and local governments to strategically manage the delivery of sustainable health infrastructure works to the Torres Strait region through the Major Infrastructure Programme (MIP). Approximately \$300 million has been contributed to the MIP in equal amounts by the Australian Government and the Queensland Government. MIP Stage 6 was undertaken over a three-year rolling period from 2017 to 2020, and resulted in 12 essential health infrastructure projects being established at a cost of \$30 million.

Moving forward, the TSRA has actively engaged with stakeholders to identify and prioritise a range of future health infrastructure requirements, including marine infrastructure,

safe all-tide access, and waste and water management projects. Chaired by the TSRA Portfolio Member for Regional Infrastructure, the TSRA's newly established Regional Infrastructure Advisory Committee will work to ensure appropriate planning and coordination of future regional infrastructure projects.

A \$40 million funding contribution from the Australian Government and the Queensland Government was secured through Stage 2 of the Torres Strait Seawalls Programme to provide crucial coastal protection works for the low-lying islands of Boigu, Poruma, Warraber, Iama and Masig. Works are well underway on Boigu Island, with practical completion expected in October 2021, and the remaining projects are scheduled for completion by 2022–23.

In the telecommunications sector, the Torres Strait Digital Expansion Project was completed in December 2020, providing a significant upgrade to the regional telecommunication network. Working with Telstra, the TSRA was pleased to contribute to this vital infrastructure improvement that delivers community benefits across the economic, education and health sectors.

Since 2011, the TSRA has contributed \$500,000 to the Transport Infrastructure Development Scheme, a co-funding initiative of the Queensland Government. This year, the funding was allocated to the upgrading of access roads on Dauan Island, airport fencing improvements on Badu Island and airport apron upgrades on Saibai Island. To support safe and affordable transport options, the TSRA contributed to helicopter flight subsidies for Ugar Island and Dauan Island, and to a review of the Torres Strait Maritime Safety Programme to evaluate its current performance and identify opportunities for improvement.

In health education, the TSRA provided operational funding to the Torres Strait Youth and Recreational Sporting Association to conduct five major sporting events and to administer 78 sports subsidy grants across the region. The TSRA also worked with Queensland Health to deliver health and nutrition advice. The Environmental Programme's Mekem Garden Sustainable Horticulture Project delivered food garden workshops in five communities to promote the growing of fresh produce.

Recognising the interlinked socioeconomic and health issues associated with limited access to and affordability of housing in the region, the TSRA continued to advocate strongly on this matter throughout the reporting period. Through the Economic Development Programme, and working in partnership with the Torres Shire Council, the TSRA has contributed funding to the Horn Island Affordable Housing Project, which

“The Torres Strait Digital Expansion Project was completed in December 2020, providing a significant upgrade to the regional telecommunication network.”

will see construction of a 24-lot subdivision by 2021–22, with lots available for purchase. This project runs in parallel to our Home Ownership Programme, which offers home and land loans at concessional rates to Torres Strait Islander and Aboriginal people living in the region. In 2020–21, the TSRA approved two home loans, and four loans were fully discharged.

In 2020–21, core operational funding was allocated to support the delivery of legal services and community social support services. With this funding, organisations were able to provide legal case support and advice, social justice capacity-building workshops, child and family support services, after school and holiday programmes, respite care, and domestic and family violence counselling. The TSRA provided operational funding for the Mura Kosker Sorority, which employs 30 Indigenous staff in a range of roles – including counsellors, outreach workers and wellbeing officers – across the region.

To ensure the availability of adequate support for families and communities during COVID-19, the TSRA was pleased to provide additional funding through the Special Grants round to increase the capacity of outreach workers and the engagement of an older men's support worker. Separately, funding was also provided to support home-schooling arrangements and resources for students from the Northern Peninsula Area for whom face-to-face learning was limited due to COVID-19.

Priority 6: Enhancing governance and leadership

Table 6: Performance summary: Enhancing governance and leadership

Objectives ¹	Performance criteria	Result
Improving communication, cultural competence and service delivery within a community development framework across governments Strengthening Torres Strait Islander and Aboriginal organisational leadership and governance	Increase the level of engagement of elected Torres Strait Islander and Aboriginal leaders in policy development and decision-making ^{1, 2} Measured by: ² <ul style="list-style-type: none">The level of engagement between TSRA Board members or the Chief Executive Officer with Australian Government ministers, Queensland Government ministers, their advisors and senior public servants	On track
<div><div>1 Portfolio budget statements 2020–21</div><div>2 Corporate plan 2020–21</div></div>		

The TSRA continued to focus on building the governance and leadership capacity and capabilities of Torres Strait Islander and Aboriginal people living in the region. The TSRA continued to support local and regional broadcasting and provided \$723,751 in operational funding to the Torres Strait Islander Media Association in 2020–21.

The TSRA was able to sponsor one participant on the Australian Rural Leadership Program in 2020–21, and to provide \$6,000 each in study assistance to three students undertaking a

bachelor’s degree on the mainland through the Assistance with Tertiary Education Scheme. Unfortunately, COVID-19 resulted in the postponement of the Training Rural Australians in Leadership programme, the Torres Strait Young Leaders Program and the Torres Strait Women’s Leadership Program in 2020–21.

The TSRA Board continued to engage regularly with Commonwealth and state ministers, as well as senior government officials, to influence policy development to support the region. The Board’s 90-day caretaker period and COVID-19 restrictions impacted on the level of face-to-face engagement activity between Board members and government representatives during the period. However, the TSRA became more proficient at using technology to bring the Board together.

The Board regularly met with the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, via digital platforms and, through this regular dialogue, was able to raise issues of regional relevance directly with the

“ The TSRA Board continued to engage regularly with Commonwealth and state ministers, as well as senior government officials, to influence policy development to support the region. ”

Minister. The TSRA Chairperson also met virtually with the Minister for Foreign Affairs, Senator the Hon Marise Payne, and the Minister for International Development and the Pacific, Senator the Hon Zed Seselja, to discuss the border issues posed by COVID-19 and Australia's foreign policy priorities with Papua New Guinea, and continued regular dialogue with the Assistant Minister for Forestry and Fisheries and Chairperson of the PZJA, Senator the Hon Jonathon Duniam, and with the Member for Leichhardt, the Hon Warren Entsch MP.

To ensure that the interests of the region were being considered throughout all levels of government, the TSRA Chairperson also had discussions with Queensland Government representatives, including the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and Torres Strait Champion the Hon Shannon Fentiman MP; the Minister for Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships the Hon Craig Crawford MP; the Minister for Health and Ambulance Services the Hon Yvette D'Arth MP; and the Member for Cook, Ms Cynthia Lui.

The TSRA Chairperson continued to participate in the Torres Strait Local Disaster Management Group, along with key government representatives, and maintained regular dialogue with Queensland Health representatives regarding COVID-19 matters. The TSRA Member for Seisia and Portfolio Member for Healthy Communities, Karyn Sam, was appointed to the Torres and Cape Hospital and Health Board in May 2021, which will allow her to advocate strongly on improved health services in the region.

The Board continued cooperative efforts with the Torres Strait Island Regional Council, Torres Shire Council, Northern Peninsula Area Regional Council and Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation to progress self-governance aspirations. Along with the mayors and other elected representatives, members of the Board participated in the Zenadth Kes Regional Leaders Forum in May 2021 to discuss a road map on a unified regional governance model. The TSRA also participated in the Indigenous Voice co-design process, meeting with the co-chairs of the Senior Advisory Group and the National Co-design Group.

“ The Board regularly met with the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, via digital platforms and, through this regular dialogue, was able to raise issues of regional relevance directly with the Minister. ”

Case study: **Delivering a COVID-safe TSRA Board election**

The TSRA Board election for the term 2020–2024 was held on 28 November 2020, after being postponed from July 2020 to protect communities from COVID-19 risks. The election was overseen by the AEC, with polling centres established on 14 islands, Bamaga, Seisia and Cairns, with the TSRA and the AEC implementing strict COVID-19 measures to ensure the health and protection of community members and staff.

The TSRA Board of 2016–2020 entered its caretaker period on 28 August 2020, 90 days prior to the election date. From 21 September to 1 October 2020, with the assistance of the TSRA Governance and Leadership team,

the AEC conducted candidate information sessions at the 20 eligible communities in the Torres Strait and Bamaga and Seisia in the Northern Peninsula Area. The AEC also conducted information sessions on voter eligibility and voting processes and provided advice on COVID-19 safe procedures for the election prior to the polling date.

Of the 20 TSRA wards, three were uncontested and polling was conducted in the remaining 17. Figures provided by the AEC show an overall increase in eligible candidate nominations, as well as an increase in the number of nominations of female candidates. The current Board sees five women successfully elected to represent their communities, each of whom holds a portfolio member or assistant portfolio member position.



TSRA election 2020 poster, featuring Abdabadh Gerzag (*saltwater garden*) 2017 by Tony Harry

“ Figures provided by the AEC show an overall increase in eligible candidate nominations, as well as an increase in the number of nominations of female candidates. ”

Priority 7: Improving environmental management

Table 7: Performance summary: Improving environmental management

Objectives ¹	Performance criteria	Result
<p>Strengthening sustainable use, protection and management of natural and cultural resources</p> <p>Facilitating community adaptation to climate change impacts, including sea level rise</p> <p>Supporting community sustainable horticulture</p>	<p>Number of endorsed community-based management plans for the natural and cultural resources of the region being actively implemented^{1,2}</p> <p>Measured by:²</p> <ul style="list-style-type: none"> • Research reports • Ranger Working on Country plans • Dugong and turtle management plans • Indigenous Protected Area plans of management • Biodiversity profiles • Ecological fire management plans 	On track
<p>1 Portfolio budget statements 2020–21</p> <p>2 Corporate plan 2020–21</p>		

Through collaborative planning, the TSRA supports community-empowered decision-making that aims to sustainably manage land, sea and cultural resources into the future. All community management plans developed in partnership with the TSRA's Environmental Management Programme are underpinned by the *Land and Sea Management Strategy for Torres Strait 2016–2036*. This includes plans such as dugong and turtle management plans, Working on Country ranger plans, Indigenous Protected Area (IPA) management plans, climate adaptation and resilience plans, and biodiversity and biosecurity plans and strategies.

The TSRA is committed to working with communities to build the number of community-based management plans for effective resource management and the environmental health of the region. A total of 58 community-based management plans were active in 2020–21.

Funded through the Indigenous Advancement Strategy, TSRA rangers are a key component of our environmental management activities. TSRA rangers work with Traditional Owners, Registered Native Title Bodies Corporate (RNTBCs) and PBCs and stakeholders across 13 islands, to deliver natural and cultural management actions against endorsed Working on Country plans. The rangers also undertake activities including invasive pest and weed control, marine debris management, surveillance and monitoring, dugong and turtle management, cultural site protection, Traditional Ecological Knowledge (TEK) recording and preservation and environmental compliance patrols.

The recording of TEK is a key priority for the TSRA, to support communities to collect, protect and, when culturally appropriate, share their TEK through educational resources. TEK promotes Torres Strait languages and guides the work of the TSRA rangers in a culturally appropriate way, including identifying the right

season for effective delivery of land and sea management activities. The TSRA produces TEK seasonal calendars and booklets that feature local artists and tell traditional stories intertwined with the environment, which are a popular product in schools and communities. The Mer Island seasonal calendar was launched in August 2020.

In 2020–21, the TSRA focused efforts on enhancing the capabilities of the ranger compliance unit. All rangers have undertaken a Certificate IV in Compliance Training, which allows rangers to undertake surveillance activities and participate in multi-agency patrols to protect and preserve the Torres Strait region.

IPAs are protected areas that have been established and managed under the cultural authority of Traditional Owners to promote biodiversity and cultural resource conservation. The TSRA works collaboratively with Traditional Owners on three Torres Strait IPAs – Warraberalgal Porumalgal, Ugul Malu Kawal and Kalalagaw – to deliver management actions aligned with Traditional Owners' aspirations.

The TSRA continued to strengthen its scientific knowledge and research partnerships in 2020–21. This included undertaking biodiversity surveys, seagrass monitoring, coral bleaching surveys, water quality assessments, and monitoring of critical green turtle and hawksbill turtle rookeries. Community-driven management plans for dugongs and turtles are regularly reviewed and monitoring of the dugong sanctuary occurred in December 2020. Utilising the data, the TSRA is able to better recommend an appropriate balance between the cultural use of species such as turtle and dugong, and stock sustainability in a changing habitat.

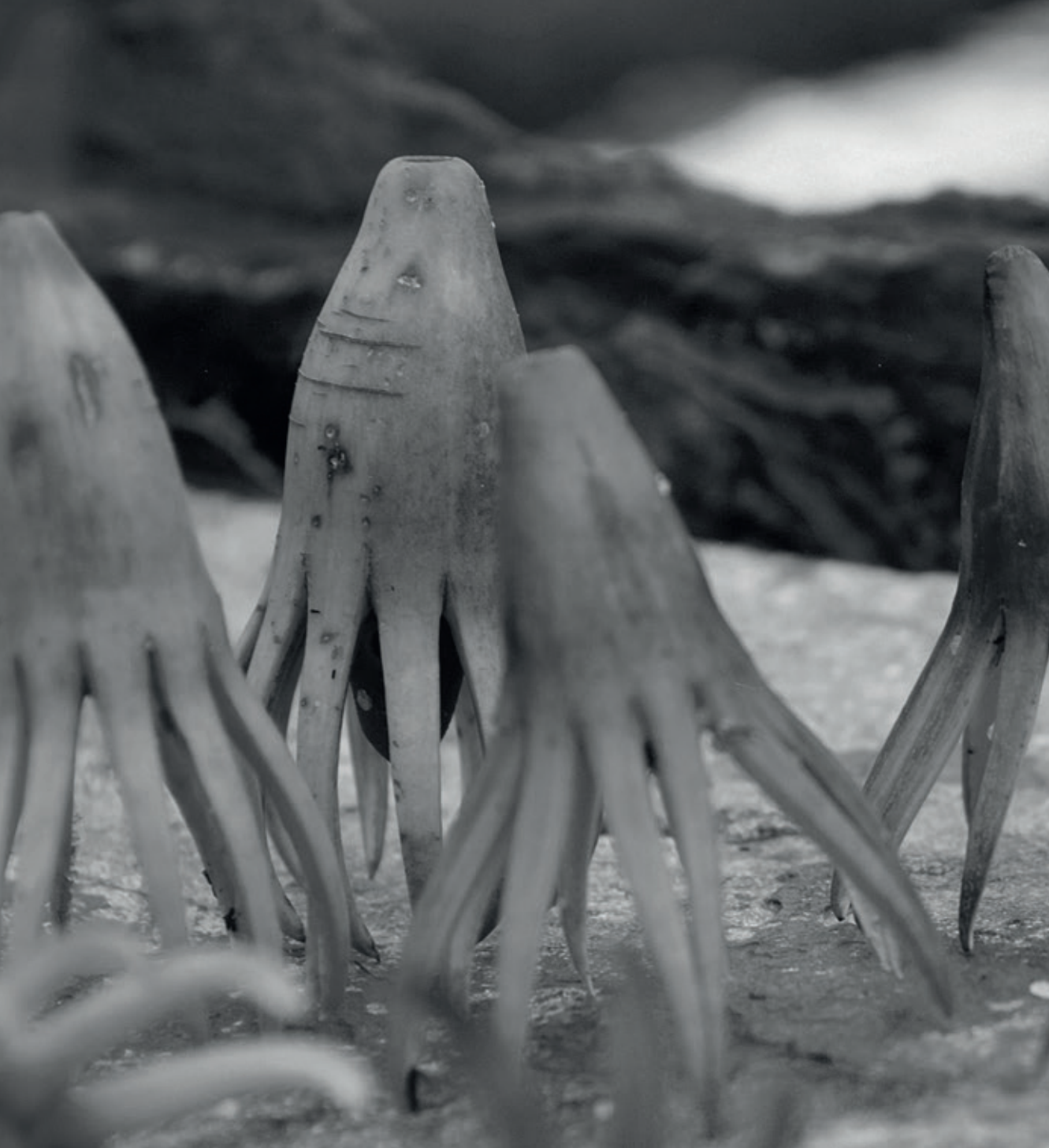
Excitingly, in 2020–21 the TSRA's biodiversity surveys identified a number of species not previously recorded by western science.

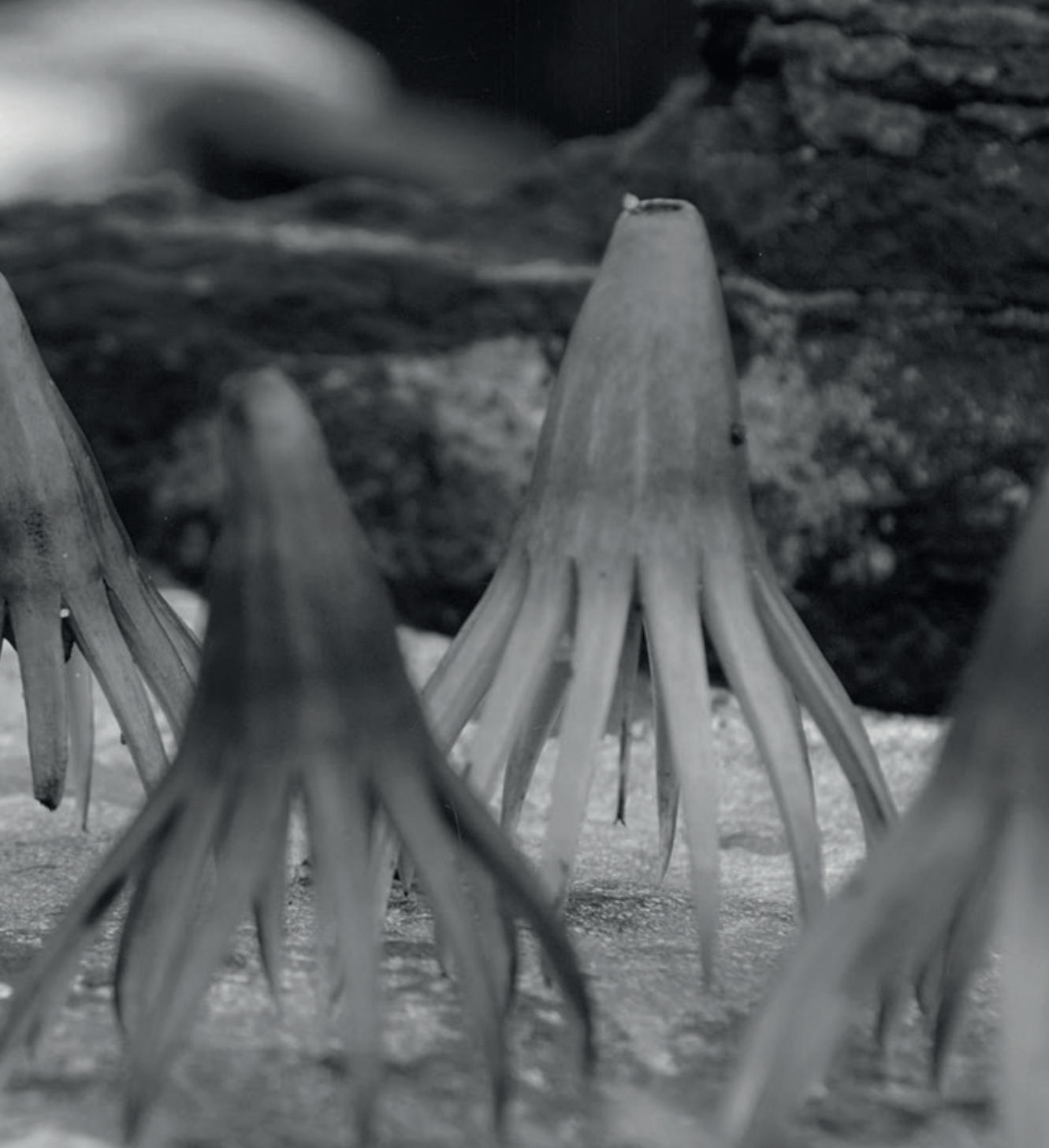
A total of 13 island profiles for management of the habitats and related ecological and cultural resource values have been finalised, and 18 biosecurity action plans have been completed to manage biosecurity threats within each inhabited island community in the Torres Strait. These resources are provided for Traditional Owners and others working with them to assist in biodiversity and biosecurity planning.

The TSRA undertakes monitoring and mitigation of invasive species through the Queensland Government's Natural Resources Investment Program. The TSRA was able to deliver management of feral pigs and horses, cane toads, black rats and other invasive species across the outer islands this year.

Local climate adaptation and resilience plans for outer island communities have been in development over several years, to align with and complement the *Torres Strait Regional Adaptation and Resilience Plan 2016–2021*. These plans are designed to help communities to identify local actions that can be undertaken to prepare for possible climate change impacts and to assist in building greater community strength and resilience.

The TSRA has made progress on coastal mapping, heat risk reports and community resilience workshops, and has worked with the Australian Fisheries Management Authority and the Commonwealth Scientific and Industrial Research Organisation towards developing a climate change ecosystem model for the Torres Strait marine environment. A memorandum of understanding between the TSRA and AIMS was signed in May 2021 and will see enhanced cooperation and collaboration in marine science research. The TSRA will work with AIMS to improve information sharing and data collection to support better decision-making that protects the Torres Strait environment.





Management and accountability

TSRA BOARD

The TSRA Board sets the vision, strategic direction and programme mandates for the TSRA to work towards. It is responsible for reviewing performance, assessing outcomes and managing strategic risk.

The Board is composed of 20 democratically elected Torres Strait Islander and/or Aboriginal members who represent their communities from the Torres Strait and Bamaga and Seisia in the Northern Peninsula Area. Further details on the current Board members can be found in the 'Board member profiles' section.

Board members are officials under the *Public Governance, Performance and Accountability Act 2013* (Cth) and are considered non-executive directors.

“The TSRA Board sets the vision, strategic direction and programme mandates for the TSRA to work towards.”

All Board members are remunerated in accordance with determinations of the Remuneration Tribunal. Under the determinations, the Chairperson is considered a full-time Principal Executive Officer, while the other members are part-time officials. Further details regarding remuneration can be found in the 'Executive remuneration' section.



TSRA Board members elected in December 2020, with the TSRA Chief Executive Officer [Image credit: TSRA/Tahlae Turner]

Front row left to right: Cygnet Repu, Member for Mabuiag; Hilda Mosby, Member for Masig; Iris Billy, Member for Warraber; Napau Pedro Stephen AM, Chairperson and Member for Port Kennedy; Karyn Sam, Member for Seisia; Danie Savage, Member for Kubin; Leilani Bin-Juda PSM, Chief Executive Officer

Back row left to right: Bob Kaigey, Member for Mer; Charles David, Member for Iama; Yen Loban, Member for Ngurapai and Muralag; Patrick Mooka, Member for Dauan; Horace Baira, Deputy Chairperson and Member for Badu; Rocky Stephen, Member for Ugar; Tailisa Yusia, Member for Bamaga; Dimas Toby, Member for Boigu; Jimmy Gela, Member for Erub; Sereako Stephen, Member for TRAWQ; John Paiwan, Alternate Deputy Chairperson and Member for St Pauls; Nicholas Pearson, Member for Poruma; Marcus Warusam, Member for Saibai; Seriako Dorante, Member for Hammond

Board election

Each member of the Board represents one of the 20 wards defined in Part 1 of the Torres Strait Regional Authority Election Rules 2017 (Cth). The wards align with the communities of Badu, Bamaga, Boigu, Dauan, Erub, Hammond, Iama, Kubin, Mabuiag, Masig, Mer, Ngurapai and Muralag, Port Kennedy, Poruma, Saibai, Seisia, St Pauls, TRAWQ (Tamwoy, Rosehill, Aplin, Waiben and Quarantine), Ugar, and Warraber.

As set out in section 142Y of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), elections are held every four years. All Torres Strait Islander and Aboriginal people who are 18 years of age or older and enrolled within a contested ward are eligible to vote. The most recent election was held on 28 November 2020. The results were declared by the AEC on 5 December 2020.

Appointment of officeholders

In accordance with the Torres Strait Regional Authority (Election of Officeholders) Regulations 2019 (Cth), the Chairperson, Deputy Chairperson and Alternate Deputy Chairperson positions were filled by a formal nomination and ballot process overseen by the AEC. The ballot occurred on 16 February 2021, at the Board's first meeting for the new term, and the following officeholders were appointed:

- Chairperson – Napau Pedro Stephen AM, Member for Port Kennedy
- Deputy Chairperson – Horace Baira, Member for Badu
- Alternate Deputy Chairperson – John Paiwan, Member for St Pauls.

Executive Committee

The Executive Committee provides advice and support to the Chairperson. It has been given a mandate by the Chairperson to guide and deliver outcomes which progress the priorities of the TSRA and to represent the TSRA at key meetings as required.

The portfolio structure of the Executive Committee is as follows:

- Portfolio Member for Governance and Leadership – Napau Pedro Stephen AM
- Portfolio Member for Native Title – Horace Baira
- Portfolio Member for Regional Infrastructure – John Paiwan
- Portfolio Member for Culture, Art and Heritage – Cygnet Repu
- Portfolio Member for Economic Development – Tailisa Yusia
- Portfolio Member for Environmental Management – Hilda Mosby
- Portfolio Member for Fisheries – Yen Loban
- Portfolio Member for Healthy Communities – Karyn Sam
- Portfolio Member for Safe Communities – Iris Billy.

This year saw the introduction of assistant portfolio members to work in partnership with the portfolio members. This ensures that experiences and knowledge can be shared with the next generation of TSRA leaders.

“ This year saw the introduction of assistant portfolio members. This ensures that experiences and knowledge can be shared with the next generation of TSRA leaders. ”

Board member profiles

The following members were declared as elected to the Board in December 2020.



Napau Pedro Stephen AM
Chairperson
Member for Port Kennedy
Portfolio Member for Governance and Leadership

Mr Stephen is in his third term as a member and second term as Chairperson of the TSRA Board.

Mr Stephen has over 30 years of extensive experience in executive leadership and management with Australian Government and state and local government agencies and community organisations. He is a former Mayor of the Torres Shire Council and served the community for 20 years in that role. He is an ordained minister of religion and a member of Community Enterprise Queensland and the Port Kennedy Association.

The key issues of concern for Mr Stephen are housing and home ownership, unemployment, health, domestic violence, and climate change. He will continue to advocate for increasing the wealth of the region through developing local industries and jobs, and for supporting community organisations with service delivery.

“ Mr Stephen will continue to advocate for increasing the wealth of the region through developing local industries and jobs. ”

During his term, Mr Stephen would like to provide strong leadership that promotes honesty, loyalty and outstanding customer service. He will continue his work to establish a single regional governance authority in the Torres Strait and the Northern Peninsula Area, to provide effective and efficient governance with a model of hope and security in line with social and economic independence for people living in the Torres Strait.



Horace Baira
Deputy Chairperson
Member for Badu
Portfolio Member for Native Title

Mr Baira is in his second term as a member of the TSRA Board.

Mr Baira is a director of ZK Fisheries, a former member of the Torres and Cape Hospital and Health Service Board, and a former councillor for Badu Island on the Torres Strait Island Regional Council. He has experience in environmental health, community management, rural and remote operations, and small business management.

Mr Baira’s key concerns are the effectiveness of Integrated Service Delivery between stakeholders in the Torres Strait and Northern Peninsula Area region, and the allocation of resources towards community and economic development. Mr Baira has a strong commitment to developing and improving policies and programmes for the Torres Strait and Northern Peninsula Area communities, working towards a safe and healthy region with a strong economy while conserving Ailan Kastom and the region’s pristine environment.



John Paiwan

**Alternate Deputy Chairperson
Member for St Pauls
Portfolio Member for Regional
Infrastructure**

Mr Paiwan is in his second term as a member of the TSRA Board.

Mr Paiwan has 13 years of experience in local government as an employee of the Torres Strait Island Regional Council. He holds a Diploma of Leadership and Management and a Certificate IV in Occupational Health and Safety.

Mr Paiwan's key concerns are upgrading key infrastructure in communities, such as health and marine infrastructures; continuing support for the delivery of affordable home ownership for local people in the region; continuing support for the training and employment of local people; and supporting small business and economic development in the region. He aims to achieve his goals by working in partnership with the Torres Strait Island Regional Council, other key stakeholders, service providers and local organisations in the region to address and support community concerns.



Tailisa Yusia

**Member for Bamaga
Portfolio Member for Economic
Development**

In her first term, Ms Yusia brings a wealth of knowledge to her role on the TSRA Board.

Ms Yusia holds a Master of Social Work, a Bachelor of Business, a Bachelor of Community Services, a Certificate IV in Governance and a Certificate IV in Training and

“ Ms Yusia wants to ensure that strong cultural frameworks and policies are in place, as a way of guaranteeing strong, accountable leadership in the community. ”

Assessment. Her qualifications and matched management experience have led her to focus on working collaboratively with the TSRA Board and community members to better understand legislation and its impacts on the community.

Ms Yusia wants to ensure that strong cultural frameworks and policies are in place, as a way of guaranteeing strong, accountable leadership in the community. She also wishes to deliver more holistic health services for the community, including social and emotional wellbeing, with youth mental health becoming an emerging issue. Another key focus for Ms Yusia is developing infrastructure projects and housing, and building capacity for communities to meet the economic opportunities that accompany development.



Dimas Toby

**Member for Boigu
Assistant Portfolio Member for
Environmental Management**

In his first term, Mr Toby brings a wealth of experience to the TSRA Board, including experience of working in the TSRA's Land and Sea Management Unit, 12 years of working in local government and seven years of working in the Australian Public Service.

Mr Toby is Councillor for Boigu Island on the Torres Strait Island Regional Council, and Chair of Malu Ki'ai (Torres Strait Islanders) Corporation RNTBC. He holds a Certificate IV in Leadership Management and Administration.

Mr Toby has a strong commitment to developing local employment opportunities and establishing small businesses. He believes that providing local training and capacity-building opportunities in the local job market will increase the ability to self-determine and self-govern in the Torres Strait region. Mr Toby is keen to focus on more proactive steps to help community.

“ Mr Toby has a strong commitment to developing local employment opportunities and establishing small businesses. ”



Patrick Mooka

Member for Dauan
Assistant Portfolio Member for Regional Infrastructure
Member of the Audit Committee

In his first term, Mr Mooka brings a broad skillset to his role on the TSRA Board.

Mr Mooka is a member of ZK Fisheries, which complements his desire to work with community to identify marine infrastructure projects. He holds Certificates II and III in Tourism, and a Certificate II in Medical Service First Response.

Mr Mooka believes it is key to work in partnership with stakeholders to achieve the best outcomes. His strategic vision for Dauan is to establish a strong traditional cultural framework to be embedded within community, and to empower the next generation.

Mr Mooka wants the voice of community to be heard and will work with the TSRA Board to ensure that policies accurately reflect the needs of community.



Jimmy Gela

Member for Erub

Mr Gela is in his second term as a member of the TSRA Board.

Mr Gela is Chairperson of Erubam Le Traditional Land and Sea Owners (Torres Strait Islanders) Corporation RNTBC, and Councillor for Erub on the Torres Strait Island Regional Council. Mr Gela holds a Certificate IV in Local Government, which further drives his passion to enact change.

Mr Gela is interested in maintaining the coastal and upper island regions of Erub Island, and preserving the island from further erosion, which includes a focus on roads and drainage. He wishes to work with the state government and police to address criminal activities within the wider region.

Mr Gela strives to meet the aspirations and priorities of the people in his community and the surrounding region. He also wishes to mentor young adults, to inspire them to follow their own leadership journeys. He would like to see all tiers of government maintain working relationships with Native Title holders that support the betterment and growth of people and community, acknowledging cultural laws and values.



Seriako Dorante

Member for Hammond

Mr Dorante is in his second term as a member of the TSRA Board.

Mr Dorante is Councillor for Kirirri on the Torres Strait Island Regional Council and a member of ZK Fisheries. He has previously served as Deputy Chairperson of the Hammond Island Council. He holds a Certificate IV in Frontline Management and a Certificate IV in Local Government Administration.

As a Board member, Mr Dorante supports decisions that better the strategic aspiration of improving the lifestyles and wellbeing of all Aboriginal and Torres Strait Islander people living in the region.



Charles David

Member for Iama

Assistant Portfolio Member for Governance and Leadership

In his first term, Mr David brings to the TSRA Board a passion for the environment, from his background in sustainable traditional and commercial fishing.

Mr David is President of the Iamalgal Fisheries Association Corporation and a member of ZK Fisheries. His key areas of focus include environmental conservation, sustainability of resources and support of infrastructure projects that create employment opportunities within the communities across the region.

Mr David is mindful that COVID-19 challenges will require consideration and a regional change to the ways in which business is delivered and how government operates.



Danie Savage

Member for Kubin

Assistant Portfolio Member for Native Title

Member of the Audit Committee

In her first term, Ms Savage brings a unique skill set to her role on the TSRA Board.

Ms Savage has over 11 years of experience of working for local government, as well as a Diploma in Education and a Dual Diploma in Business and Administration. Her commitment to empowering her community is matched by her desire to make a difference for all people of the Torres Strait region.

Ms Savage wants to continue her advocacy for overcrowding and other housing issues and ensure outcomes are achieved within the TSRA's Healthy Communities Programme. Ms Savage believes that she is in the best position to address the needs of community, by aligning their concerns with the framework laid out by the *Torres Strait and Northern Peninsula Area Regional Plan 2009–2029*.

As a member of the 2017 Torres Strait Women's Leadership Program, Ms Savage wants to empower women within the community to take on opportunities and other leadership roles.

“ Ms Savage wants to continue her advocacy for overcrowding and other housing issues and ensure outcomes are achieved within the TSRA's Healthy Communities Programme. ”



Cygnet Repu

**Member for Mabuiag
Portfolio Member for Culture,
Art and Heritage**

Mr Repu is in his second term as a member of the TSRA Board.

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

Mr Repu received various awards during his 20-year service with Biosecurity Australia and will draw on that experience during his term. His key issues of concern for the Torres Strait are housing, children's welfare, cultural hunger, community unity, travel and transport.

Mr Repu believes that the Torres Strait region is different, and through his portfolio will connect the Torres Strait's parent brand while respecting local cultural practices. Employee engagement, productivity, leadership and employer branding in the region must acknowledge that each location is unique. He will engage the support of the community, believing that what is best for the Torres Strait should be identified by its people, and that minimising the effects of cultural challenges depends on identifying their impacts and gaining skills to effectively overcome them. Mr Repu's main focus will be land, families, language and nations.

“ Mr Repu's key issues of concern are housing, children's welfare, cultural hunger, community unity, travel and transport. ”



Hilda Mosby

**Member for Masig
Portfolio Member for
Environmental Management**

Ms Mosby is in her third term on the TSRA Board.

Ms Mosby has more than 20 years of experience as a Biosecurity Officer in the Australian Public Service and was employed as Senior Housing Officer for the Torres Strait Island Regional Council. Ms Mosby is Councillor for Masig on the Torres Strait Island Regional Council, where she works extensively as Chair of the Climate Change Adaptation and Environment Committee.

The paramount focus for Ms Mosby has been delivering outcomes for education, health, justice, fisheries and Native Title in her community of Masig. Of key concern to Ms Mosby is the impact of coastal erosion on low-lying Torres Strait communities, including her own community. She will advocate for an integrated approach to address coastal erosion issues by the relevant Australian Government and Queensland Government agencies.

Ms Mosby is passionate about the preservation of Torres Strait culture through language, music and art.



Bob Kaigey

**Member for Mer
Assistant Portfolio Member for
Culture, Art and Heritage**

In his first term, Mr Kaigey brings passion to his role on the TSRA Board.

Mr Kaigey's strong dedication to serving the community is further strengthened by his qualifications, a Diploma in Community Leadership and Management and a Graduate Diploma in Health Promotion.

Previously, Mr Kaigey has worked for an organisation specialising in delivering psychological and counselling services to remote and rural areas of Australia, focusing on the social and emotional wellbeing of Torres Strait Islander and Aboriginal peoples.



Yen Loban

Member for Ngurapai and Muralag

Portfolio Member for Fisheries

Mr Loban is in his third term on the TSRA Board.

Mr Loban is a director of the Torres Strait Co-operative Society Limited and ZK Fisheries, and is a former deputy mayor of the Torres Shire Council. His primary concerns are the lack of basic service infrastructure on Muralag, and the low level of support provided to the ongoing development of Ngurapai and the outer islands.

Mr Loban will work to ensure that communities have a supply of healthy drinking water, a constant supply of power and safe housing. He hopes to influence TSRA programmes to focus on equity in the provision of services that benefit all communities in the region. He would also like to see an improvement in access to health services and education.

Mr Loban believes that the TSRA needs to work collaboratively with different levels of government to best deliver for community.



Nicholas Pearson

Member for Poruma

Assistant Portfolio Member for Fisheries

In his first term, Mr Pearson brings to the TSRA Board a commitment to sea and marine management, from his experience as a sole trading commercial fisherman.

Mr Pearson is a member of ZK Fisheries and holds a Certificate III in Civil Construction. He has a strong interest in environmental management, community housing, and promoting health and wellbeing to members of the Poruma community.

Mr Pearson wishes to achieve better outcomes for his community by working in collaboration with stakeholders and putting a strong emphasis on communication and risk management. He believes an improved waste management system should be a priority.

“ Mr Pearson has a strong interest in environmental management, community housing, and promoting health and wellbeing. ”



Marcus Warusam

Member for Saibai

Assistant Portfolio Member for Safe Communities

In his first term, Mr Warusam brings to the TSRA Board the knowledge drawn from over a decade of experience working as a Torres Strait Island Police Support Officer for the Queensland Police Service, and over seven years of working in immigration on Saibai.

Mr Warusam is a member of Torres Strait Island Regional Council's Environmental Health workforce, and a Minister for the Church of Torres Strait. He desires to strengthen his community of Saibai as well as the broader region, making it a better place for future generations to live and grow.

Mr Warusam believes that change can be achieved by addressing the issues raised by the community and working in partnership to find a solution.



Karyn Sam

**Member for Seisia
Portfolio Member for Healthy
Communities**

In her first term, Mrs Sam brings to the TSRA Board extensive skills and

knowledge of the corporate sector, including prior experience on other boards.

Mrs Sam has experience working in the primary health care sector and holds tertiary qualifications in primary health care and corporate governance. She brings a pragmatic approach to the TSRA Board and wants a continuation of community engagement to address the needs that are raised.

Mrs Sam has a key focus on preventative health and ensuring that specific gaps in the health care system are identified and addressed through reviews and recommendations. She highlights a need for more services in community for housing, alcohol and drug support.

Mrs Sam has a strong connection to her community and wants to perform her duties to a high standard and to the best of her ability.



Sereako Stephen

Member for TRAWQ

In his first term, Mr Stephen brings to the TSRA Board extensive experience, wisdom, knowledge and understanding derived from a

broad range of work and life experience in the private and public sectors.

Mr Stephen has more than 25 years of experience working for government and over 30 years of experience working in the public sector in the fields of health, fisheries, Native Title and small business. He holds an Associate Degree in Indigenous Professional Practices and a Diploma of Aboriginal and Torres Strait Islander Primary Health Care, and is currently enrolled in a Bachelor of Business, majoring in taxation and accounting, through Griffith University. Mr Stephen is an Indigenous health worker with Isolated Practice Authorisation from Queensland Health.

Mr Stephen's strategic vision for TRAWQ is to remedy the social determinants of health caused by overcrowding for residents of TRAWQ and to pursue home ownership for every family in the TRAWQ community, known as the 'Mini Torres Strait'.

**“ Mr Sereako Stephen's
strategic vision is to remedy
the social determinants
of health caused by
overcrowding for
residents of TRAWQ. ”**



Rocky Stephen

**Member for Ugar
Assistant Portfolio Member for
Economic Development**

Mr Stephen is in his third term as a member of the TSRA Board.

Mr Stephen brings a wealth of experience in serving the community, including his involvement in several community boards and committees in the region and over

“ Mr Rocky Stephen looks forward to working closely with the TSRA Board in addressing the various issues in the region, such as marine infrastructure, climate change and regional governance. ”

15 years of working in government. He is a Traditional Inhabitant member of the PZJA, as the Kemer Kemer Meriam representative on the Finfish Working Group, Finfish Resource Assessment Group, and Torres Strait Scientific Advisory Committee. He is also a member of ZK Fisheries.

Mr Stephen looks forward to working closely with fellow members of the TSRA Board in addressing the various issues in the region, such as marine infrastructure, climate change and regional governance, as well as some key issues for his community, such as the dredging, and ferry and helicopter services to improve service delivery by sea and air.



Iris Billy

Member for Warraber

Portfolio Member for Safe Communities

Assistant Portfolio Member for Governance and Leadership

Member of the Audit Committee

In her first term, Mrs Billy brings to the TSRA Board a strong commitment to her community, founded on her background in diverse voluntary roles.

Mrs Billy has been a Torres Strait Islanders' Regional Education Council Representative for Parents and Community and a member of Mura Kosker Sorority Incorporated. She is a domestic and family violence community

champion for the Social Justice Interagency Services and a Commissioner for Declaration. She works closely as a volunteer with the Community Justice Group.

In 2014, Mrs Billy was among the first to participate in the Torres Strait Women's Leadership Program. She is passionate in advocating for women taking leadership positions, especially in governance roles driving changes in social justice, youth leadership and cultural heritage, for both her community and the nation of Zenadth Kes.

“ Mrs Billy is passionate in advocating for women taking leadership positions. ”

Board meetings and attendance

Under section 144E of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) the Chairperson is required to convene at least four Board meetings each year. If necessary, the Chairperson is able to convene special Board meetings to enable the TSRA to effectively carry out its functions. Table 8 shows Board membership during 2020–21 and the number of meetings attended by each member during the year.

Table 8: Board members and meeting attendance 2020–21

Name	Position	Date of commencement	Meetings attended/ meetings eligible to attend
Current at 30 June 2021			
Napau Pedro Stephen AM	Chairperson Member for Port Kennedy	6 August 2016	6/6
Horace Baira	Deputy Chairperson Member for Badu	6 August 2016	6/6
John Paiwan	Alternate Deputy Chairperson Member for St Pauls	6 August 2016	6/6
Tailisa Yusia	Member for Bamaga	5 December 2020	4/4
Dimas Toby	Member for Boigu ¹	5 December 2020	4/4
Patrick Mooka	Member for Dauan	5 December 2020	4/4
Jimmy Gela	Member for Erub	29 September 2017	6/6
Seriako Dorante	Member for Hammond	6 August 2016	6/6
Charles David	Member for Ima	5 December 2020	4/4
Danie Savage	Member for Kubin	5 December 2020	4/4
Cygnnet Repu	Member for Mabuiag	6 August 2016	6/6
Hilda Mosby	Member for Masig	29 October 2012	6/6
Bob Kaigey	Member for Mer	5 December 2020	4/4
Yen Loban	Member for Ngurapai and Muralag	29 October 2012	6/6
Nicholas Pearson	Member for Poruma	5 December 2020	3/4
Marcus Warusam	Member for Saibai	5 December 2020	4/4
Karyn Sam	Member for Seisia	5 December 2020	3/4
Sereako Stephen	Member for TRAWQ	5 December 2020	3/4
Rocky Stephen	Member for Ugar	12 October 2019	6/6
Iris Billy	Member for Warraber	5 December 2020	4/4

Table 8: Board members and meeting attendance 2020–21 (continued)

Name	Position	Date of commencement	Meetings attended/ meetings eligible to attend
Ceased on 5 December 2020			
Patricia Yusia	Member for Bamaga	6 August 2016	1/2
Joel Gaidan	Member for Dauan	6 August 2016	2/2
Getano Lui Jr AM	Member for Ima	29 October 2012	2/2
David Bosun	Member for Kubin	6 August 2016	1/2
Aven S Noah	Member for Mer	29 October 2012	2/2
Frank Faud	Member for Poruma	6 August 2016	2/2
Chelsea Aniba	Member for Saibai	29 October 2012	1/2
Joseph Elu AO	Member for Seisia	6 August 2016	2/2
John Abednego	Member for TRAWQ	6 June 2008	1/2
Willie Lui	Member for Warraber	6 June 2008	1/2
<p>1 The position of Member for Boigu was vacant until 4 December 2020, due to the death of the occupant in June 2020. Note: All TSRA Board members are non-executive directors.</p>			

BOARD GOVERNANCE FRAMEWORK

Board charter

The TSRA Board Charter brings together resources which enable Board members to fully exercise their powers and duties in an ethical and legal manner. The TSRA Board Charter clearly sets out the roles, responsibilities, and functions of the TSRA Board. The policy document is based on the TSRA's enabling legislation, ethical standards and good

governance principles, as well as Torres Strait Ailan Kastom. Key documents such as the TSRA Board Member's Code of Conduct and Charter of Representation, Performance and Accountability are provided to assist members to undertake their duties effectively.

Board induction, training and qualifications

Following the TSRA Board election in 2020, Board members undertook an induction training programme in February 2021. The induction programme covered key duties, functions and processes of the Board.

Since induction, training has been provided to Board members on conflict of interest, the *Public Governance, Performance and Accountability Act 2013* (Cth), good leadership, and how to chair effective meetings. Board members' qualifications are individually reported in the 'Board member profiles' section.

Directors' interests policy

In accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) and the Public Governance, Performance and Accountability Rule 2014 (Cth), the TSRA Board has a policy and process to manage all direct and indirect conflicts of interest, including a register of directors' pecuniary interests and a requirement that directors make a formal declaration of their interests at each TSRA Board meeting. The declarations are recorded in the minutes of the meeting.

The pecuniary interest process applies to all TSRA Board committees.

Related party transactions

The related entity transactions made by the TSRA Board in 2020–21 and reportable under section 17BE of the Public Governance, Performance and Accountability Rule 2014 (Cth) are reported in the 'Financial statements' section.

The TSRA has in place a Charter of Representation, Performance and Accountability that sets out the roles and responsibilities of the TSRA Board and Administration. The Board has delegated responsibility to the Administration, through its Chief Executive Officer, to ensure that funding decisions are made in line with the policies, priorities and general guidelines determined by the Board.

As part of the Board's governance framework, each member is required to provide a Notice of Personal and Financial Interests to the Minister. In addition, related party disclosure questionnaires must be completed to declare any change in a Board member's circumstances, or any financial transactions between a Board member and/or members of the Board member's family and the TSRA.

A register of pecuniary interests is maintained and included in each Board meeting's briefing package to assist with the management of any potential real or perceived conflicts of interest.

BOARD ADVISORY SUBCOMMITTEES

The TSRA Board established the following subcommittees under section 142M of the *Aboriginal and Torres Strait Islander Act 2005* (Cth) to assist the Board to carry out its primary functions. These subcommittees were gazetted as formal advisory committees on 25 March 2021.

Regional Governance Committee

Purpose: Provide a forum for strategic discussion to provide advice and make recommendations to the TSRA Board in relation to Torres Strait regional governance.

Membership at 30 June 2021: Napau Pedro Stephen AM, Chairperson and Member for Port Kennedy (Committee Chairperson); Horace Baira, Deputy Chairperson and Member for Badu; Charles David, Member for Iama; Danie Savage, Member for Kubin; Iris Billy, Member for Warraber.

Regional Infrastructure Advisory Committee

Purpose: Oversee and provide high-level strategic advice and recommendations to technical groups delivering regional infrastructure projects in the Torres Strait region.

Membership at 30 June 2021: John Paiwan, Alternate Deputy Chairperson and Member for St Pauls TSRA (Committee Chairperson); Leilani Bin-Juda PSM, Chief Executive Officer TSRA; Patricia Yusia, Mayor Northern Peninsula Area Regional Council; Kitty Gebadi, Deputy Mayor Northern Peninsula Area Regional Council; Susan Law, Chief Executive Officer Northern Peninsula Area Regional Council; Phillemon Mosby, Mayor Torres Strait Island Regional Council; David Baldwin, acting Chief Executive Officer Torres Strait Island Regional Council; Vonda Malone, Mayor Torres Shire Council; Dalassa Yorkston, Chief Executive Officer Torres Shire Council; Ned David, Chairperson Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation and representative of Malu Lamar (Torres Strait Islander) Corporation RNTBC; Maluwap Nona, Chairperson Malu Lamar (Torres Strait Islander) Corporation RNTBC; Charlie Kaddy, acting Chief Executive Officer Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation; Lisa Nitschke, Branch Manager National Indigenous Australians Agency.

Finfish Quota Management Committee

Purpose: Provide advice on leasing arrangements in the Torres Strait finfish fishery, following the transfer of the fishery to 100% ownership by Torres Strait Islander and Aboriginal Traditional Owners.

Membership at 30 June 2021: Yen Loban, Member for Ngurapai and Muralag TSRA and director of ZK Fisheries (Committee

Chairperson); Jimmy Gela, Member for Erub TSRA; Hilda Mosby, Member for Masig TSRA; Rocky Stephen, Member for Ugar TSRA and member of ZK Fisheries; Horace Baira, Member for Badu TSRA and director of ZK Fisheries; Kenny Bedford, Frank Loban and Ned David, directors of ZK Fisheries; Allan Passi and John Tabo Jr, Mer Island community representatives.

Fisheries Advisory Committee

Purpose: Provide strategic advice on fisheries-related matters and policy direction towards 100% ownership and increased participation by Torres Strait Islander and Aboriginal Traditional Owners in commercial fisheries.

Membership at 30 June 2021: Yen Loban, Member for Ngurapai and Muralag (Committee Chairperson); Horace Baira, TSRA Board Deputy Chairperson and Member for Badu; Charles David, Member for Iama; Nicholas Pearson, Member for Poruma; Cygnet Repu, Member for Mabuiag; Rocky Stephen, Member for Ugar; and Dimas Toby, Member for Boigu.

AUDIT COMMITTEE

In accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (Cth), the TSRA Audit Committee is responsible for providing independent advice and assistance to the Board on risk, compliance and external accountability responsibilities. The current Audit Committee Charter can be found online at

https://www.tsra.gov.au/_data/assets/pdf_file/0020/26408/TSRA-Audit-Committee-Charter-March-2020.pdf.

The TSRA Board is responsible for appointing Audit Committee members. The Chairperson of the Audit Committee is an independent member, and provides technical expertise and advice on best practice accounting and auditing standards in the public sector.

The membership of the Audit Committee was endorsed by the incoming Board at its inaugural meeting on 16 February 2021. Table 9 sets out each member's attendance during the reporting period, along with details of their qualifications and experience.

Table 9: Audit Committee members, remuneration and meeting attendance 2020–21

Name	Qualifications, knowledge, skills or experience	Period of appointment	Meetings attended/ meetings eligible to attend	Total annual remuneration (GST inc.)
Adrian Kelly Audit Committee Chairperson and independent member	Chartered accountant and registered company auditor currently with Charterpoint Pty Ltd. Experience in providing specialist advisory services, including tailored assurance, risk management and governance advice, and identifying improvements in financial and reporting systems.	2009 – current	4/4	\$35,902
Iris Billy Member for Warraber Portfolio Member for Safe Communities and Assistant Portfolio Member for Governance and Leadership	Strong community-focused experience as a representative on the Torres Strait Islanders' Regional Education Council and Mura Kosker Sorority Incorporated. Former member of the Torres Strait Women's Leadership Program.	16 February 2021 – current	3/3	\$1,649
Patrick Mooka Member for Dauan Assistant Portfolio Member for Regional Infrastructure	Member of Zenadth Kes Fisheries Limited. Holds Certificates II and III in Tourism and a Certificate II in Medical Service First Response.	16 February 2021 – current	3/3	\$1,649
Danie Savage Member for Kubin Assistant Portfolio Member for Native Title	Experience working for local government. Holds a Diploma in Education and a Dual Diploma in Business and Administration. Former member of the Torres Strait Women's Leadership Program.	16 February 2021 – current	3/3	\$1,649

Table 9: Audit Committee members, remuneration and meeting attendance 2020–21 (continued)

Name	Qualifications, knowledge, skills or experience	Period of appointment	Meetings attended/ meetings eligible to attend	Total annual remuneration (GST inc.)
Horace Baira Member for Badu Portfolio Member for Native Title	Former councillor for Badu Island on the Torres Strait Island Regional Council and member of the Torres and Cape Hospital and Health Service Board. Experience in environmental health, community engagement, rural and remote operations, and small business management.	5 September 2016 – 28 August 2020	1/1	\$550
John Paiwan Member for St Pauls Portfolio Member for Regional Infrastructure	Extensive experience in local government as an employee of the Torres Strait Island Regional Council. Holds a Diploma of Leadership and Management and a Certificate IV in Occupational Health and Safety.	1 October 2019 – 28 August 2020	1/1	\$550
Yen Loban Member for Ngurapai and Muralag Portfolio Member for Fisheries	Former Deputy Mayor of the Torres Shire Council. Experienced businessman and current director of the Torres Strait Co-Operative Society Limited and Zenadth Kes Fisheries Limited.	13 November 2012 – 28 August 2020	1/1	\$550

“ The TSRA Audit Committee is responsible for providing independent advice and assistance to the Board on risk, compliance and external accountability responsibilities. ”

PROJECT STEERING COMMITTEE

The Project Steering Committee is an administrative committee put in place to monitor the performance of TSRA programmes and operations. Consisting of the Chief Executive Officer (as Chair), programme managers and the Chief Financial Officer, the committee reviews specific project risks and issues. The Project Steering Committee meets on a quarterly basis to collectively consider resourcing and to ensure alignment of operational activities with strategic outcomes.

RISK MANAGEMENT

The TSRA has a standardised process for the identification, documentation and management of risk. The majority of TSRA projects and managed activities include risk assessments as part of the project planning and approval process. Risks are identified through risk assessments at the programme/project level and through internal and external audits.

All TSRA employees are expected to identify and manage risks within their span of control, while TSRA managers 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 seeks to balance its risk position between investment in activities that may drive substantial growth in the region and the need to maintain capacity to continue to work for the community into the future. The TSRA assesses its risk appetite as being in 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 the appetite for higher risk activities.

The current TSRA risk appetite accepts:

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

“ The TSRA seeks to balance its risk position between investment in activities that may drive substantial growth in the region and the need to maintain capacity to continue to work for the community into the future. ”

OUR PEOPLE

At 30 June 2021, the TSRA had 151 employees, including 100 non-ongoing employees. Of that workforce, 58% were women and 78% identified as Torres Strait Islander and/or Aboriginal employees.

During 2020–21, the TSRA developed its *Torres Strait Islander and Aboriginal Recruitment and Career Development Strategy 2021–2024*. Aligning with the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024*, as well as the National Agreement on Closing the Gap measures, the strategy seeks to increase Torres Strait Islander and Aboriginal participation in the Australian Public Service, and to enhance the satisfaction of Torres Strait Islander and Aboriginal staff working for the TSRA.

The TSRA promotes a continuous learning environment and has provided study assistance to 10 employees for approved vocational and tertiary studies. The TSRA has partnered with other Australian Public Service entities and the Institute of Public Administration Australia to offer short-term secondments for Indigenous employees and career development.

The TSRA has staff working throughout the Torres Strait, with 65% of staff located on Thursday Island. A small number (four staff) work from the TSRA’s Cairns office.

Further information on the TSRA staffing profile for 2020–21 and 2019–20 is provided in tables 10–13.

INDEMNITIES AND INSURANCE

The TSRA indemnifies current and former directors and staff members against liability or cost 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 cost of directors’ and officers’ liability insurance for 2020–21 was \$10,323.

No indemnity-related claims were paid, or agreed to be paid, for the reporting period.

EXECUTIVE REMUNERATION

The TSRA has determined that, for purposes of reporting against section 17BE(ta) of the Public Governance, Performance and Accountability Rule 2014 (Cth), its ‘key management personnel’ comprise those persons who hold a role as Board member or Chief Executive Officer. Table 14 sets out the remuneration of the TSRA’s 31 key management personnel in 2020–21. As a TSRA Board election was held in November 2020, the table includes both former and current Board members.

In 2020–21, the TSRA had one staff member within the definition of ‘highly paid staff’, as reported in Table 15, and no staff within the definition of ‘senior executives’.



Table 10: All ongoing employees at 30 June – current report period (2020–21)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	–	–	–	–	–	–	–	–	–	–
QLD	13	–	13	36	2	38	–	–	–	51
SA	–	–	–	–	–	–	–	–	–	–
TAS	–	–	–	–	–	–	–	–	–	–
VIC	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–
ACT	–	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–
Total	13	–	13	36	2	38	–	–	–	51

Table 11: All non-ongoing employees at 30 June – current report period (2020–21)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	–	–	–	–	–	–	–	–	–	–
QLD	49	2	51	44	5	49	–	–	–	100
SA	–	–	–	–	–	–	–	–	–	–
TAS	–	–	–	–	–	–	–	–	–	–
VIC	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–
ACT	–	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–
Total	49	2	51	44	5	49	–	–	–	100

Table 12: All ongoing employees at 30 June – previous report period (2019–20)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	–	–	–	–	–	–	–	–	–	–
QLD	14	–	14	38	1	39	–	–	–	53
SA	–	–	–	–	–	–	–	–	–	–
TAS	–	–	–	–	–	–	–	–	–	–
VIC	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–
ACT	–	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–
Total	14	–	14	38	1	39	–	–	–	53

Table 13: All non-ongoing employees at 30 June – previous report period (2019–20)

Location	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
NSW	–	–	–	–	–	–	–	–	–	–
QLD	53	3	56	38	7	45	–	–	–	101
SA	–	–	–	–	–	–	–	–	–	–
TAS	–	–	–	–	–	–	–	–	–	–
VIC	–	–	–	–	–	–	–	–	–	–
WA	–	–	–	–	–	–	–	–	–	–
ACT	–	–	–	–	–	–	–	–	–	–
NT	–	–	–	–	–	–	–	–	–	–
External Territories	–	–	–	–	–	–	–	–	–	–
Overseas	–	–	–	–	–	–	–	–	–	–
Total	53	3	56	38	7	45	–	–	–	101

Table 14: Remuneration for key management personnel 2020–21

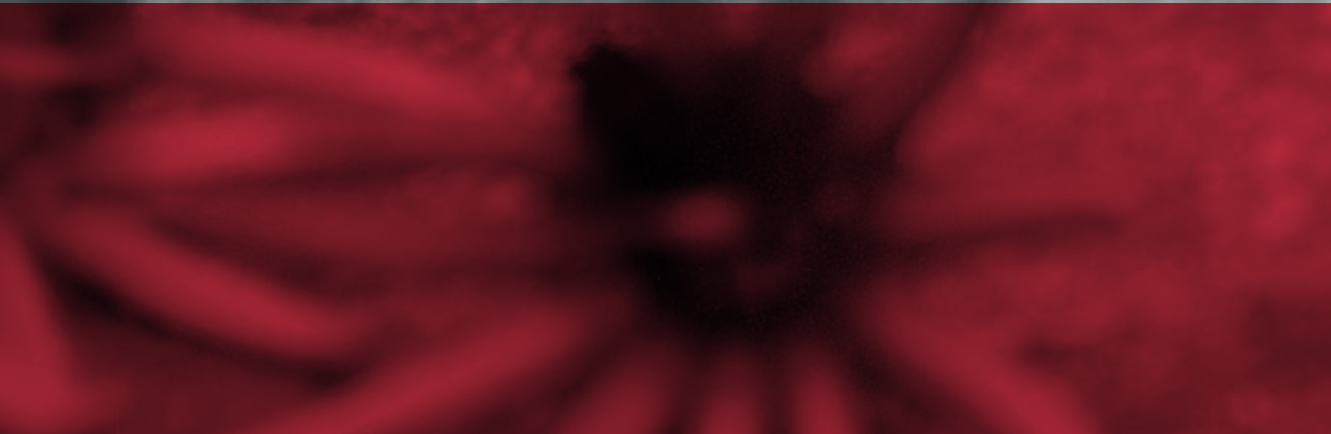
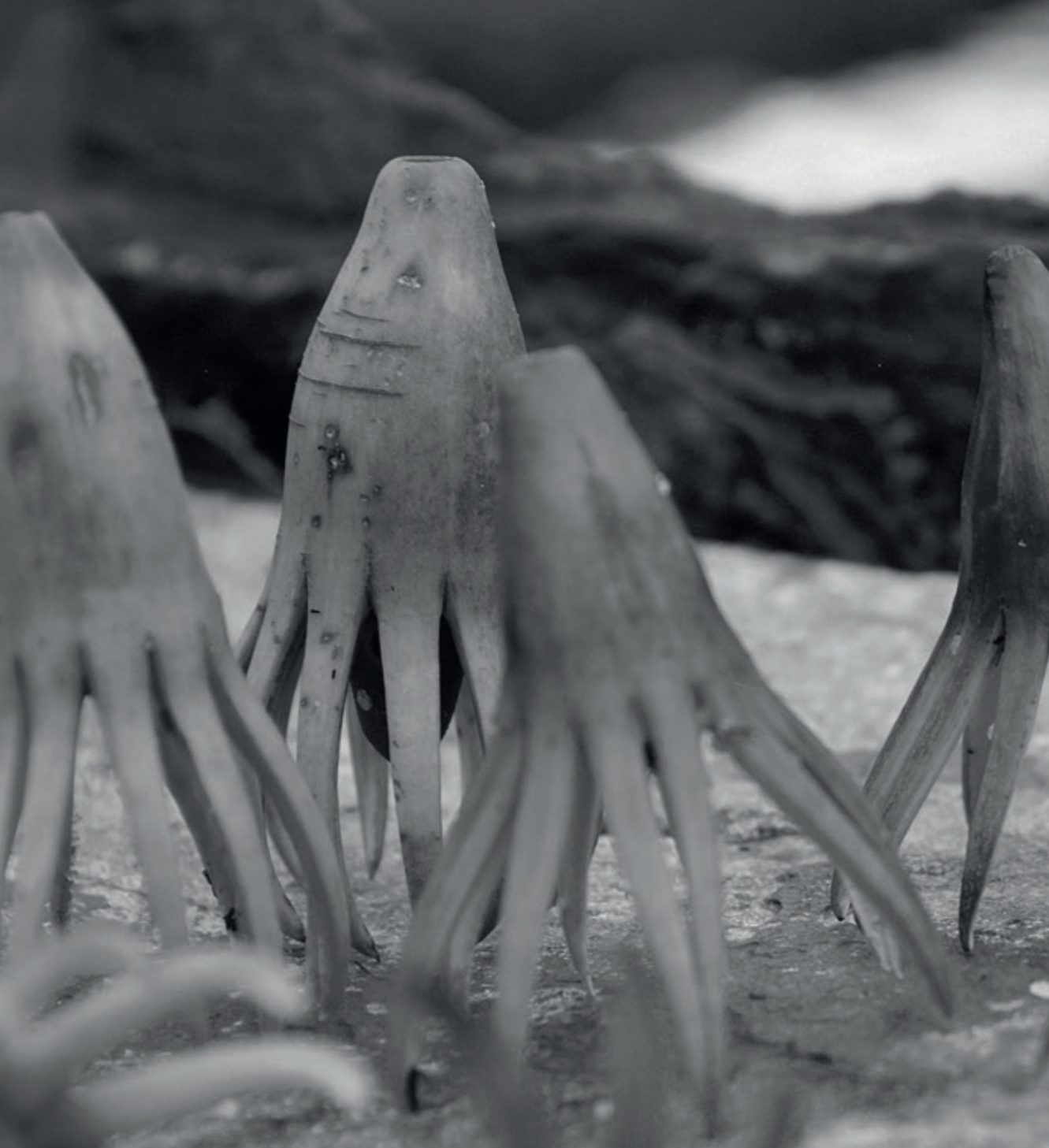
Name	Position title	Short-term benefits			
		Base salary	Bonuses	Other benefits and allowances	
Napau Pedro Stephen AM	Chairperson Member for Port Kennedy	\$259,444	–	–	
Horace Baira	Deputy Chairperson Member for Badu	\$37,909	–	–	
John Paiwan	Alternate Deputy Chairperson Member for St Pauls	\$26,004	–	–	
Tailisa Yusia	Member for Bamaga	\$12,751	–	–	
Patricia Yusia	Member for Bamaga	\$1,606	–	–	
Dimas Toby	Member for Boigu	\$12,048	–	–	
Patrick Mooka	Member for Dauan	\$12,751	–	–	
Joel Gaidan	Member for Dauan	\$4,618	–	–	
Jimmy Gela	Member for Erub	\$18,373	–	–	
Seriako Dorante	Member for Hammond	\$12,249	–	–	
Charles David	Member for Iama	\$13,755	–	–	
Getano Lui Jr AM	Member for Iama	\$5,281	–	–	
Danie Savage	Member for Kubin	\$17,168	–	–	
David Bosun	Member for Kubin	\$1,506	–	–	
Cygnnet Repu	Member for Mabuiag	\$22,289	–	–	
Hilda Mosby	Member for Masig	\$26,706	–	–	
Bob Kaigey	Member for Mer	\$9,940	–	–	
Aven S Noah	Member for Mer	\$6,727	–	–	
Yen Loban	Member for Ngurapai and Muralag	\$36,947	–	–	
Nicholas Pearson	Member for Poruma	\$9,538	–	–	
Frank Faud	Member for Poruma	\$6,124	–	–	
Marcus Warusam	Member for Saibai	\$8,835	–	–	
Chelsea Aniba	Member for Saibai	\$6,024	–	–	
Karyn Sam	Member for Seisia	\$11,044	–	–	
Joseph Elu AO	Member for Seisia	\$3,213	–	–	
Sereako Stephen	Member for TRAWQ	\$6,124	–	–	
John Abednego	Member for TRAWQ	\$3,414	–	–	
Rocky Stephen	Member for Ugar	\$18,574	–	–	
Iris Billy	Member for Warraber	\$20,281	–	–	
Willie Lui	Member for Warraber	\$4,418	–	–	
Leilani Bin-Juda PSM	Chief Executive Officer	\$262,793	–	–	

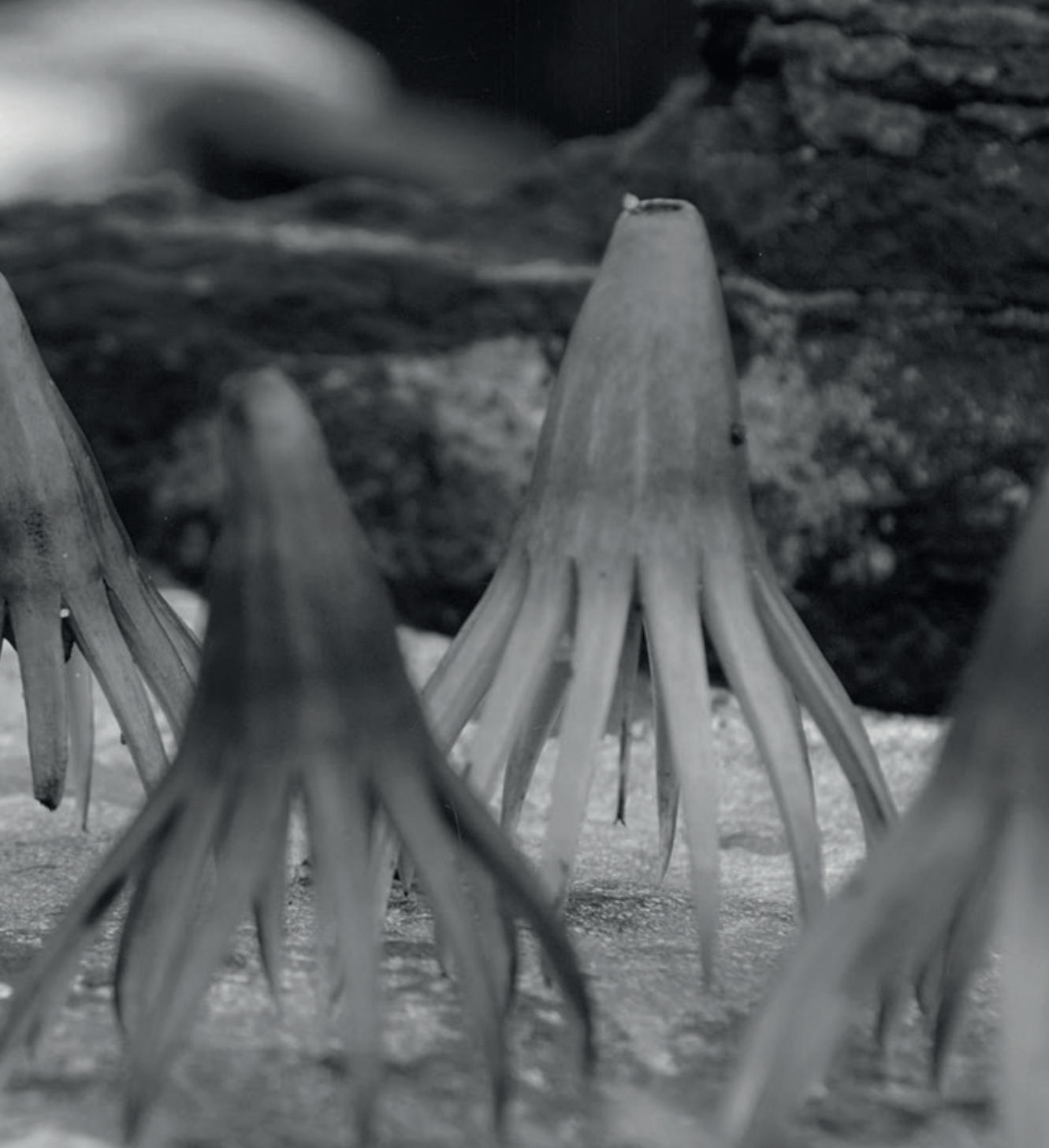
	Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
	Superannuation contributions	Long service leave	Other long-term benefits		
	\$21,002	\$3,638	–	–	\$284,084
	\$3,601	–	–	–	\$41,510
	\$2,470	–	–	–	\$28,474
	\$1,211	–	–	–	\$13,962
	\$153	–	–	–	\$1,759
	\$1,145	–	–	–	\$13,193
	\$1,211	–	–	–	\$13,962
	\$439	–	–	–	\$5,057
	\$1,746	–	–	–	\$20,119
	\$1,163	–	–	–	\$13,412
	\$1,307	–	–	–	\$15,062
	\$501	–	–	–	\$5,782
	\$1,631	–	–	–	\$18,799
	\$143	–	–	–	\$1,649
	\$2,117	–	–	–	\$24,406
	\$2,538	–	–	–	\$29,244
	\$944	–	–	–	\$10,884
	\$639	–	–	–	\$7,366
	\$3,510	–	–	–	\$40,457
	\$906	–	–	–	\$10,444
	\$582	–	–	–	\$6,706
	\$840	–	–	–	\$9,675
	\$572	–	–	–	\$6,596
	\$1,049	–	–	–	\$12,093
	\$305	–	–	–	\$3,518
	\$582	–	–	–	\$6,706
	\$324	–	–	–	\$3,738
	\$1,765	–	–	–	\$20,339
	\$1,926	–	–	–	\$22,207
	\$419	–	–	–	\$4,837
	\$34,922	–\$1,686	–	–	\$296,029

Table 15: Remuneration for other highly paid staff 2020–21

Total remuneration bands		Short-term benefits			
		Number of other highly paid staff	Average base salary	Average bonuses	Average other benefits and allowances
\$230,001 – \$245,000	–	–	–	–	–
\$245,001 – \$270,000	–	–	–	–	–
\$270,001 – \$295,000	1	\$171,208	–	\$20,624	
\$295,001 – \$320,000	–	–	–	–	–
\$320,001 – \$345,000	–	–	–	–	–
\$345,001 – \$370,000	–	–	–	–	–
\$370,001 – \$395,000	–	–	–	–	–
\$395,001 – \$420,000	–	–	–	–	–
\$420,001 – \$445,000	–	–	–	–	–
\$445,001 – \$470,000	–	–	–	–	–
\$470,001 – \$495,000	–	–	–	–	–
\$495,001 – ...	–	–	–	–	–

	Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
	–	–	–	–	–
	–	–	–	–	–
	\$83,341	\$1,896	–	–	\$277,069
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–
	–	–	–	–	–





Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Affairs

Opinion

In my opinion, the financial statements of the Torres Strait Regional Authority ('the Entity') for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following statements as at 30 June 2021 and for the year then ended:

- Statement by the Accountable Authority, Chief Executive and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chair and the Directors are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chair and the Directors are also responsible for such internal control as the Chair and the Directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chair and the Directors are responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chair and the Directors are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

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

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit 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;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Roger Cobcroft

Senior Director

Delegate of the Auditor-General

Canberra

25 September 2021

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Torres Strait Regional Authority

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

In our opinion, the attached financial statements for the year ended 30 June 2021 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 Napas Pedro Stephen AM
Chairperson

23 September 2021

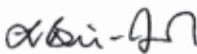
Signed



Mr Horace Baira
Deputy Chairperson

23 September 2021

Signed



Ms Leilani Bin-Juda PSM
Chief Executive Officer

23 September 2021

Signed



Mr Jock Pickering
Acting Chief Financial Officer

23 September 2021

TORRES STRAIT REGIONAL AUTHORITY
Statement of Comprehensive Income
for the period ended 30 June 2021

		2021	2020	Original Budget
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	17,783	18,718	20,495
Suppliers	1.1B	16,798	16,664	13,464
Grants	1.1C	20,697	13,432	12,590
Depreciation and amortisation	2.2A	1,930	1,758	1,263
Finance costs	1.1D	111	154	158
Impairment loss on financial instruments	1.1E	193	21	-
Loss on disposal of non-financial assets	1.1F	374	-	-
Total expenses		57,886	50,747	47,970
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	1,485	599	505
Grant revenue	1.2B	19,814	14,896	9,811
Interest	1.2C	178	652	1,020
Other revenue	1.2D	588	186	542
Total own-source revenue		22,065	16,333	11,878
Gains				
Gains on sale of assets	1.2E	10	-	-
Reversal of write-downs and impairment	1.2F	232	131	-
Other gains	1.2G	3	-	-
Total gains		245	131	-
Total own-source income		22,310	16,464	11,878
Net cost of services		35,576	34,283	36,092
Revenue from Government	1.2H	36,078	35,897	36,078
Surplus/(Deficit) on continuing operations		502	1,614	(14)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		851	519	-
Total other comprehensive income		851	519	-
Total comprehensive income/(loss)		1,353	2,133	(14)

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

TORRES STRAIT REGIONAL AUTHORITY
Statement of Financial Position
as at 30 June 2021

		2021	2020	Original Budget
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	7,347	3,848	3,848
Trade and other receivables	2.1B	760	1,140	5,533
Loan receivables	2.1C	3,711	4,393	-
Other investments	2.1D	24,718	26,591	23,343
Total financial assets		36,536	35,972	32,724
Non-financial assets¹				
Land and buildings	2.2A	56,886	56,622	59,548
Plant and equipment	2.2A	1,306	1,315	1,703
Heritage and cultural	2.2A	77	77	89
Other non-financial assets	2.2B	50	89	-
Total non-financial assets		58,319	58,103	61,340
Total assets		94,855	94,075	94,064
LIABILITIES				
Payables				
Suppliers	2.3A	1,253	1,533	1,533
Grants	2.3B	44	-	-
Other payables	2.3C	308	256	256
Total payables		1,605	1,789	1,789
Interest bearing liabilities				
Leases	2.4A	322	418	421
Total interest bearing liabilities		322	418	421
Provisions				
Employee provisions	3.1A	4,218	4,511	4,511
Total provisions		4,218	4,511	4,511
Total liabilities		6,145	6,718	6,721
Net assets		88,710	87,357	87,343
EQUITY				
Contributed equity		3,021	3,021	3,021
Reserves		18,947	18,096	18,096
Retained surplus		66,742	66,240	66,226
Total equity		88,710	87,357	87,343

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

1. Right-of-use assets are included in the following line items: Land and buildings.

TORRES STRAIT REGIONAL AUTHORITY
Statement of Changes In Equity
for the period ended 30 June 2021

	2021	2020	Original Budget
	\$'000	\$'000	\$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	3,021	3,021	3,021
Closing balance as at 30 June	3,021	3,021	3,021
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	66,240	64,626	66,240
Adjusted opening balance	66,240	64,626	66,240
Comprehensive income			
Surplus/(Deficit) for the period	502	1,614	(14)
Total comprehensive income	502	1,614	(14)
Closing balance as at 30 June	66,742	66,240	66,226
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	18,096	17,577	18,096
Adjusted opening balance	18,096	17,577	18,096
Comprehensive income			
Other comprehensive income	851	519	-
Total other comprehensive income	851	519	-
Closing balance as at 30 June	18,947	18,096	18,096
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	87,357	85,224	87,357
Adjusted opening balance	87,357	85,224	87,357
Comprehensive income			
Surplus/(Deficit) for the period	502	1,614	(14)
Other comprehensive income	851	519	-
Total comprehensive income	1,353	2,133	(14)
Closing balance as at 30 June	88,710	87,357	87,343

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 2021

		2021	2020	Original Budget
	Notes	\$'000	\$'000	\$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		36,078	35,897	36,078
Sale of goods and rendering of services		1,761	872	1,047
Grant revenue		19,814	14,896	9,811
Interest		175	614	870
GST received		2,563	2,868	-
Total cash received		60,391	55,147	47,806
Cash used				
Employees		18,024	18,688	20,495
Suppliers		18,747	19,223	13,464
Interest payments on lease liabilities		6	6	8
Loan advances		4	24	-
Grants		20,816	14,348	12,590
Total cash used		57,597	52,289	46,557
Net cash from/(used by) operating activities		2,794	2,858	1,249
INVESTING ACTIVITIES				
Cash received				
Proceeds from loan repayments		1,049	772	-
Proceeds from sales of property, plant and equipment		10	-	-
Proceeds from sales of investments		1,873	3,387	3,248
Total cash received		2,932	4,159	3,248
Cash used				
Loan advances		426	1,736	-
Purchase of property, plant and equipment		1,748	4,320	4,393
Total cash used		2,174	6,056	4,393
Net cash from/(used by) investing activities		758	(1,897)	(1,145)
FINANCING ACTIVITIES				
Cash used				
Principal payments of lease liabilities		53	89	104
Total cash used		53	89	104
Net cash from/(used by) financing activities		(53)	(89)	(104)
Net increase/(decrease) in cash held		3,499	872	-
Cash and cash equivalents at the beginning of the reporting period		3,848	2,976	3,848
Cash and cash equivalents at the end of the reporting period	2.1A	7,347	3,848	3,848

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

Overview

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); and
- b) Australian Accounting Standards and Interpretations - Reduced Disclosure Requirements 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.

New Accounting Standards

All new/revised/amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the TSRA's financial statements.

Taxation

The TSRA 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 2021.

1.1 Expenses

	2021 \$'000	2020 \$'000
1.1A: Employee benefits		
Wages and salaries	13,763	14,544
Superannuation		
Defined contribution plans	1,588	1,594
Defined benefit plans	407	446
Leave and other entitlements	2,025	2,134
Total employee benefits	17,783	18,718

Accounting Policy

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

1.1B: Suppliers

Goods and services supplied or rendered

Consultants and professional fees	6,209	6,825
Travel	2,645	2,929
Repairs and maintenance	840	603
Other staff costs	629	542
Office running costs	1,979	1,705
Property costs	440	415
Transport, freight and storage	500	539
Media, advertising and public relations	360	202
Strata Levies	304	55
Project Supplies	424	537
Other	1,332	1,244

Total goods and services supplied or rendered

	15,662	15,596
Goods supplied	806	829
Services rendered	14,856	14,767
Total goods and services supplied or rendered	15,662	15,596

Other suppliers

Short-term leases	1,015	992
Workers compensation expenses	121	76
Total other suppliers	1,136	1,068
Total suppliers	16,798	16,664

The TSRA has no short-term lease commitments as at 30 June 2021.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1D, 1.2F, 2.2A and 2.4A.

Accounting Policy

Short-term leases and leases of low-value assets

The TSRA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The TSRA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021 \$'000	2020 \$'000
<u>1.1C: Grants</u>		
Public sector:		
Australian Government entities (related parties)	226	-
State and Territory governments	3,775	2,740
Local governments	13,710	3,775
Private sector:		
Non-profit organisations	2,699	5,467
For-profit organisations	287	1,450
Total grants	20,697	13,432
<u>1.1D: Finance costs</u>		
Write down of loans to net present value	105	148
Interest on lease liabilities	6	6
Total finance costs	111	154

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2F, 2.2A and 2.4A.

Accounting Policy

All borrowing costs are expensed as incurred.

1.1E: Impairment loss on financial instruments

Impairment on loans	188	14
Impairment on trade and other receivables	5	7
Total impairment of financial assets	193	21

1.1F: Loss on disposal of non-financial assets

Loss on disposal of non-financial assets - carrying value of assets disposed	374	-
Total loss on disposal of non-financial assets	374	-

1.2 Own-Source Revenue and Gains

	2021	2020
	\$'000	\$'000

Own-Source Revenue

1.2A: Revenue from contracts with customers

Sale of goods	159	177
Rendering of services	1,326	422
Total revenue from contracts with customers	1,485	599

Disaggregation of revenue from contracts with customers

Type of customer:

Australian Government entities (related parties)	369	-
State and Territory Governments	18	-
Non-government entities	1,098	599
	1,485	599

1.2B: Grant revenue

Grant revenue	19,814	14,896
Total grant Revenue	19,814	14,896

Accounting Policy

Revenue from the sale of goods is recognised when control has transferred to the buyer.

As required by AASB15 Revenue from Contracts with Customers, the TSRA determines whether a contract is in scope of AASB 15 by the following criteria:

- An enforceable contract must exist,
- There must be sufficiently specific performance obligations in the contract to enable the TSRA to determine when they have been satisfied, and;
- There must not be a significant donation component in the contract.

If these three criteria are met, the transaction price will be split between significantly specific performance obligations and recognised as revenue as those obligations are completed.

If any of these three criteria are not met, the TSRA refers to AASB 1058 Income of not-for-profit entities to recognise the revenue as follows:

- For transfers to enable the TSRA to acquire or construct a non financial asset, revenue is recognised as the non financial asset is acquired or constructed, otherwise;
- the transfer is accounted for as revenue when it is received.

The principal activity from which the TSRA generates its revenue is the delivery of State and Commonwealth Government funded projects in the Torres Strait that benefit Torres Strait Islander and Aboriginal people living in the Torres Strait region.

The transaction price is the total amount of consideration to which the TSRA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

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

1.2C: Interest

Loans	37	161
Deposits	141	491
Total interest	178	652

Accounting Policy

Interest revenue is recognised using the effective interest method.

1.2D: Other revenue

Rent	14	11
Return of grant funding	574	175
Total other revenue	588	186

	2021 \$'000	2020 \$'000
Gains		
<u>1.2E: Gains on sale of assets</u>		
Gains on sale of assets	10	-
Total gains on sale of assets	10	-
<u>1.2F: Reversal of write-downs and impairment</u>		
Reversal of losses from remeasuring loans	23	130
Reversal of impairment losses	209	1
Total reversals of previous asset write-downs and impairments	232	131
<u>1.2G: Other gains</u>		
Derecognition of lease liability	3	-
Total other gains	3	-
<u>1.2H: Revenue from Government</u>		
Department of the Prime Minister and Cabinet		
Corporate Commonwealth entity payments	36,078	35,897
Total revenue from Government	36,078	35,897

Accounting Policy

Revenue from Government

Funding received or receivable from the Department of the Prime Minister and Cabinet (appropriated to the TSRA 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.

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

	2021 \$'000	2020 \$'000
2.1A: Cash and cash equivalents		
Cash on hand or on deposit	6,298	3,081
Cash on hand or on deposit - TSRA Housing Fund	1,049	767
Total cash and cash equivalents	7,347	3,848

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

Total goods and services receivables

The TSRA has no contract assets as at 30 June 2021.

498	181
498	181

Other receivables

GST receivable from the Australian Tax Office

Interest

Other

Total other receivables

Total trade and other receivables (gross)

365	1,057
-	5
42	42
407	1,104
905	1,285

Less impairment loss allowance

Goods and services

Total impairment loss allowance

(145)	(145)
(145)	(145)

Total trade and other receivables (net)

760	1,140
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Credit terms are net 30 days (2020: 30 days).

	2021	2020
	\$'000	\$'000

2.1C: Loan receivables

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	4,185	4,909
Less: unexpired discount	(282)	(202)
Concessional loans - (gross)	3,903	4,707
Less: impairment loss allowance	(192)	(314)
Total loan receivables	3,711	4,393

Accounting Policy

Financial Assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

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.

	2021	2020
	\$'000	\$'000

2.1D: Other investments

Term deposits	14,683	16,604
Term deposits - TSRA Housing Fund	10,035	9,987
Total other investments	24,718	26,591

2.2 Non-Financial Assets

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

	Land \$'000	Buildings \$'000	Total land & buildings \$'000	Heritage and cultural ¹ \$'000	Plant & equipment \$'000	Total \$'000
As at 1 July 2020						
Gross book value	12,066	44,663	56,729	77	5,714	62,520
Accumulated depreciation, amortisation and impairment	(9)	(98)	(107)	-	(4,399)	(4,506)
Total as at 1 July 2020	12,057	44,565	56,622	77	1,315	58,014
Additions						
Purchase	-	1,193	1,193	-	555	1,748
Right-of-use assets	-	76	76	-	-	76
Revaluations and impairments recognised in other comprehensive income	-	851	851	-	-	851
Depreciation	-	(1,271)	(1,271)	-	(564)	(1,835)
Depreciation on right-of-use assets	(10)	(85)	(95)	-	-	(95)
Disposals	-	(374)	(374)	-	-	(374)
Other movements of right-of-use assets	20	(136)	(116)	-	-	(116)
Total as at 30 June 2021	12,067	44,819	56,886	77	1,306	58,269
Total as at 30 June 2021 represented by						
Gross book value	12,086	44,884	56,970	77	5,825	62,872
Accumulated depreciation, amortisation and impairment	(19)	(65)	(84)	-	(4,519)	(4,603)
Total as at 30 June 2021	12,067	44,819	56,886	77	1,306	58,269
Carrying amount of right-of-use assets	259	70	329	-	-	329

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.

Revaluations of non-financial asset

All revaluations were conducted in accordance with the revaluation policy stated at Note 4.3.

On 30 June, an independent valuer conducted the revaluations.

No indicators of impairment were found for property, plant and equipment.

No property, plant and equipment is expected to be sold or disposed of within the next 12 months.

Contractual commitments for the purchase of property, plant and equipment

The TSRA has no current contractual commitment for the purchase of property, plant and equipment as at 30 June 2021. (2020: \$64,630).

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.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16 the TSRA has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, property, plant and equipment (**excluding ROU assets**) are carried at fair value (or an amount not materially different from 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:

	2021	2020
Buildings on freehold land	17 to 45 years	17 to 45 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.

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2021. 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.

Accounting Policy (continued)

Heritage and Cultural Assets

The TSRA has a limited collection of 23 (2020: 23) distinct Cultural and Heritage assets with an aggregated fair value of \$77,000 (2020: \$77,000). Cultural assets are comprised of artworks, carvings, and traditional headdresses. Heritage assets consist of models of 2 (2020: 2) sailing vessels and a brass Pearl Diver's helmet (2020: 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 has been taken to be the market value of similar properties as determined by an independent valuer. The fair value of buildings has been taken to be the depreciated current replacement cost. In some instances, the TSRA's buildings are purpose-built and may in fact realise more or less in the market. Plant and Equipment is measured at depreciated cost.

	2021	2020
	\$'000	\$'000
<u>2.2B: Other non-financial assets</u>		
Prepayments	50	89
Total other non-financial assets	50	89

No indicators of impairment were found for other non-financial assets.

2.3 Payables

	2021	2020
	\$'000	\$'000

2.3A: Suppliers

Trade creditors and accruals	1,253	1,492
Contract liabilities	-	41
Total suppliers	1,253	1,533

Settlement was usually made within 30 days.

2.3B: Grants

Private sector:

Non-profit organisations	44	-
Total grants	44	-

2.3C: Other payables

Salaries and wages	270	227
Superannuation	38	29
Total other payables	308	256

2.4 Interest Bearing Liabilities

	2021	2020
	\$'000	\$'000

2.4A: Leases

Lease liabilities	322	418
Total leases	322	418

Total cash outflow for leases for the year ended 30 June 2021 was \$1,066,083. (2020: \$1,087,771)

Maturity analysis - contractual undiscounted cash flows

Within 1 year	51	109
Between 1 to 5 years	83	121
More than 5 years	257	261
Total leases	391	491

The TSRA in its capacity as lessee has a lease for office space in Cairns that expires in April 2023 with two 2 year options. The TSRA also has a lease for the land on which the Erub Multi-purpose facility is built on. This lease expires in April 2047.

The TSRA in its capacity as lessee has no leasing arrangements with below market terms.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2F and 2.2A.

Accounting Policy

For all new contracts entered into, the TSRA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

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

	2021	2020
	\$'000	\$'000
3.1A: Employee provisions		
Long service leave	2,541	2,623
Annual leave	1,573	1,787
Personal leave	104	101
Total employee provisions	4,218	4,511

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.

Leave

The liability for employee benefits includes provision for annual leave, personal 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 estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

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 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. The entity has determined the key management personnel to be the Board Members including the Chairperson and the Chief Executive Officer. Key management personnel remuneration is reported in the table below:

	2021 \$'000	2020 \$'000
Short-term employee benefits	869	782
Post-employment benefits	92	70
Other long-term employee benefits	31	83
Total key management personnel remuneration expenses¹	992	935

The total number of key management personnel that are included in the above table are 31 (2020: 22)

The total number of key management personnel includes 10 (2020: 2) personnel that were no longer senior management personnel at 30 June 2021.

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

3.3 Related Party Disclosures

Related party relationships

The TSRA is an Australian Government controlled entity. Related parties to this entity are Key Management Personnel including the Portfolio Minister, Chairperson, Chief Executive Officer and Directors, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note. There are no related party transactions with the Portfolio Minister, the Chief Executive Officer or their close family members. The following transactions with Director related parties occurred during the financial year:

Loans to Related Parties

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.

Loan Holder: Seisia Community Torres Strait Islander Corporation

- Joseph Elu - TSRA Board Member - Seisia Community Torres Strait Islander Corporation Chairperson

Loan Holder: Alice Loban

- Yen Loban - TSRA Board Member - Close family member of Alice Loban

Loan Holder: Loban Marine

- Yen Loban - TSRA Board Member - Loban Marine Owner

Loan Holder: Patrick Loban

- Yen Loban - TSRA Board Member - Close family member of Patrick Loban

Loan Holder: Basako Fishing Pty Ltd

- Sereako Stephen - TSRA Board Member - Basako Fishing Pty Ltd Owner

	2021	2020
	\$	\$
Loans to Related Parties		
Loans to directors and close family members outstanding as at year-end	349,383	375,747
Loans to directors and close family members during the year	4,224	371,623
Loan repayments by directors and close family members during the year	22,939	15,233
Loans to director-related entities outstanding as at year-end	103,317	59,236
Loan repayments by director-related entities during the year	18,569	93,189
Interest revenue included in net cost of services from loans to directors/director-related entities	5,037	15,053

Grants to Related Parties

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 grant application approval processes.

TSRA Director's Name and Relationship with Grantee	Grantee	2021	2020
		\$	\$
J Elu - Councillor for Seisia, P Yusia - Mayor	Northern Peninsula Area Regional Council	-	5,500
J Abednego - Councillor	Torres Shire Council	254,106	135,587
G Lui - Deputy Mayor, D Bosun, S Dorante, A Noah, H Mosby, R Stephen, J Gela, D Toby - Councillors	Torres Strait Island Regional Council	555,579	133,945
D Bosun - Director	Ngalmun Lagau Minaral (TSI) Corporation	-	175,000
J Abednego - President	TRAWQ Indigenous Corporation	-	36,700
F Fauid - Director, J Gela - Director	Torres Strait Islander Media Association	723,751	881,913
H Baira, P Yusia - Directors	Mura Badulagal (TSI) Corporation	275,000	-
J Gela - Chairperson, R Pilot - Director	Erubam Le PBC	-	12,100
P Yusia, K Sam - Directors	NPA Family & Community Services	27,600	232,800
K Sam - Director	GEMNA ATSI Women's Corporation	8,208	-
H Baira, Y Loban - Directors	Zenadth Kes Fisheries	600,000	-

Other Transactions with Related Parties

Grant receipts were received from the following Australian Government Entities by the TSRA during 2020-21.

Government Entity	Purpose of Grant	2021 \$	2020 \$
Department of Agriculture, Water and the Environment	National Landcare Program	600,000	600,000
National Indigenous Australians Agency	Indigenous Protected Areas	219,153	216,127
National Indigenous Australians Agency	Torres Strait Indigenous Ranger Program	8,873,063	9,118,340
National Indigenous Australians Agency	Ranger Capacity Building	548,038	548,000
National Indigenous Australians Agency	Major Infrastructure and Other Projects - Seawalls	8,500,000	3,500,000
Department of Infrastructure, Transport, Regional Development and Communications	Indigenous Language Centre	400,000	420,000

Managing Uncertainties

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

4.1 Contingent Assets and Liabilities

	Bank Guarantees		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Contingent liabilities				
Balance from previous period	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 (2020: \$116,000)

The table contains no contingent assets. (2020: \$0).

Unquantifiable Contingencies

At 30 June 2021, the TSRA had no unquantifiable contingencies. (2020: \$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

	2021 \$'000	2020 \$'000
4.2A: Categories of financial instruments		
Financial assets at amortised cost		
Term deposits	24,718	26,591
Cash and cash equivalents	7,347	3,848
Trade and other receivables	395	83
Loan receivables	3,711	4,393
Total financial assets at amortised cost	36,171	34,915
Total financial assets	36,171	34,915
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	1,253	1,492
Grant liabilities	44	-
Contract Liabilities	-	41
Total financial liabilities measured at amortised cost	1,297	1,533
Total financial liabilities	1,297	1,533

Accounting Policy

Financial assets

The entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of

each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

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 Amortised Cost

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.

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).

	2021 \$'000	2020 \$'000
<u>4.2B: Net gains or losses on financial assets</u>		
Financial assets at amortised cost		
Interest revenue - Term deposits	141	491
Interest revenue - Loans	37	161
Reversal of impairment losses	209	1
Reversal of losses from remeasuring loan	23	130
Write down of loans to net present value	(105)	(148)
Loans and receivables provided for as impaired	(193)	(21)
Net gains/(losses) on financial assets at amortised cost	112	614
Net gains on financial assets	112	614

4.2C: Net gains or losses on financial liabilities

There are no gains or losses on financial liabilities for the period ended 30 June 2021 (2020: \$Nil)

4.3 Fair Value Measurement

Accounting Policy

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

4.3A: Fair value measurement

	Fair value measurements at the end of the reporting period	
	2021	2020
	\$'000	\$'000
Non-financial assets		
Land	11,808	11,808
Buildings	44,749	44,350
Heritage and cultural	77	77
Total non-financial assets	56,634	56,235

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

Other Information

5.1 Current/non-current distinction for assets and liabilities

5.1A: Current/non-current distinction for assets and liabilities

	2021 \$'000	2020 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	7,347	3,848
Trade and other receivables	760	1,140
Loan receivables	283	547
Other investments	24,718	26,591
Other non-financial assets	50	89
Total no more than 12 months	33,158	32,215
More than 12 months		
Loan receivables	3,428	3,846
Land and buildings	56,886	56,622
Heritage and cultural	77	77
Plant and equipment	1,306	1,315
Total more than 12 months	61,697	61,860
Total assets	94,855	94,075
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,253	1,533
Grants	44	-
Other payables	308	256
Leases	46	103
Employee provisions	1,416	2,137
Total no more than 12 months	3,067	4,029
More than 12 months		
Leases	276	315
Employee provisions	2,802	2,374
Total more than 12 months	3,078	2,689
Total liabilities	6,145	6,718

5.2 Assets held in trust

5.2A: 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. A further variation was executed on 22 May 2017 to reflect changes to the scope of and budget for the Seawalls Project and the introduction of the Major Infrastructure Programme Stage 6. On 4 June 2019, a further variation was executed to reflect the additional contribution of \$20 million of Queensland Government funding for Seawalls Program Stage 2. On 1 December 2020, a further variation to the MOU was executed to reflect the additional contribution of an additional \$20 million of Australian Government funding for Seawalls Program Stage 2.

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.

2021	2020
\$'000	\$'000

Torres Strait Major Infrastructure and Other Projects Trust Fund

Monetary assets

As at 1 July

Receipts	52,774	47,354
Payments	14,803	25,213
	(15,167)	(19,793)

Total as at 30 June

52,410	52,774
--------	--------

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

Receipts	2,048	1,865
Payments	82	183
	(20)	-

Total as at 30 June

2,110	2,048
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Tropical Rock Lobster Trust Account

Torres Strait Islanders own 66.17 per cent of the Tropical Rock Lobster (TRL) fishery through licencing conditions imposed for the 2019 season. Any future leasing of quota will be through negotiations with the recently created Zenadth Kes Fisheries Pty Ltd.

Tropical Rock Lobster Trust Account

Monetary assets

As at 1 July

Receipts	64	64
	20	-
	84	64

Total as at 30 June

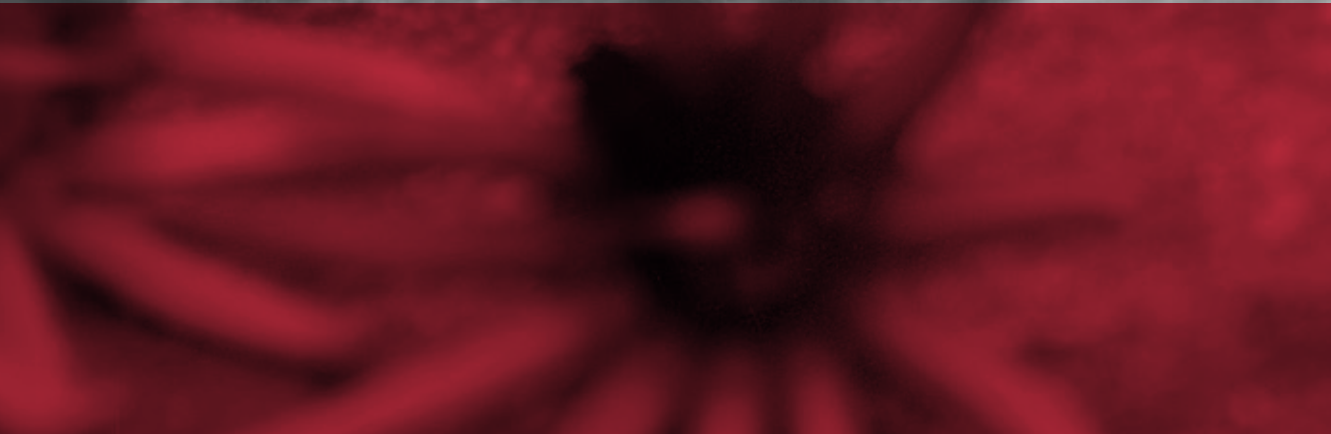
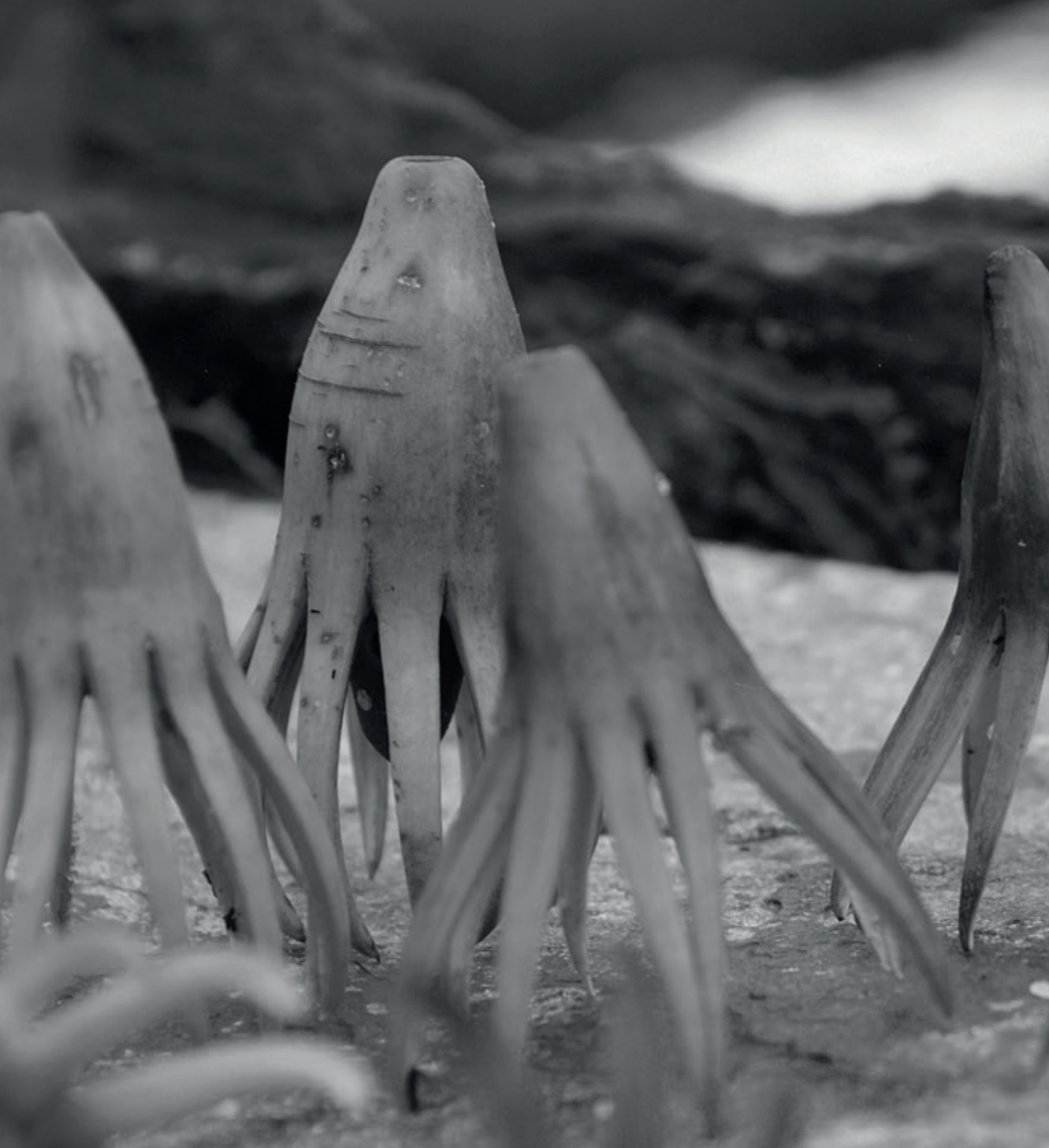
Total monetary assets held in trust

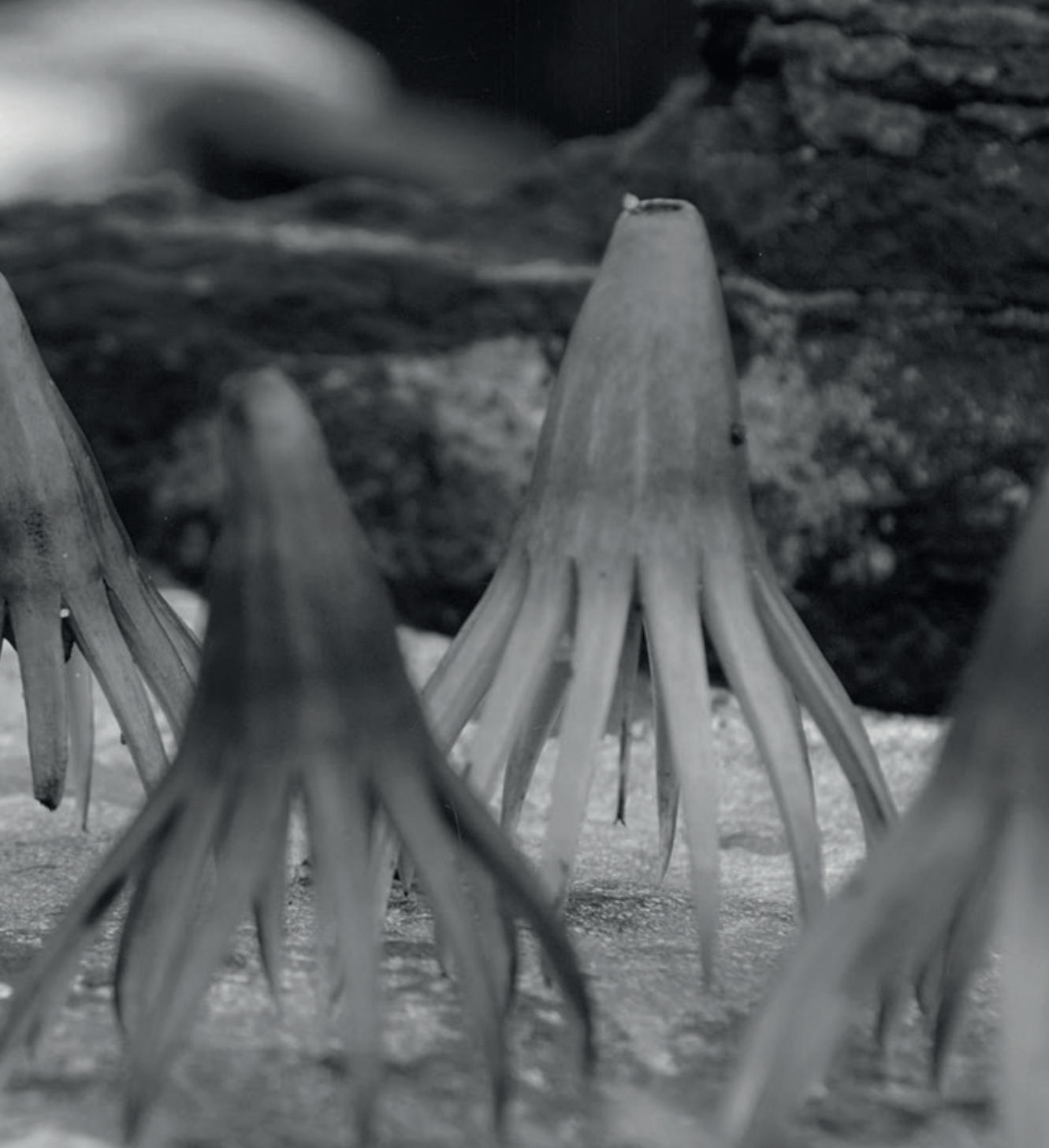
54,604	54,886
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5.3 Budget Variances Commentary

The below table provides commentary for significant variances between the TSRA's original budget estimates, as published in the 2020-21 Portfolio Budget Statements, and the actual expenditure and net asset position for the year.

Explanation of major budget variances	Affected line items (and Statement)
The employee benefits budget assumed all positions would be filled by 1 July 2020. A combination of late recruitment and the effect of the average staffing level cap caused a variance of \$2.7M.	Employee benefits (Statement of Comprehensive Income)
The budgeted grant revenue and suppliers and grants expenses include revenue and 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 grant revenue of \$11.6M was received. Additional suppliers and grants expenditure of \$11.4M was tied into this additional revenue. As the TSRA is the leading Commonwealth representative body for Torres Strait Islander and Aboriginal people living in the Torres Strait, the TSRA is often approached by other Government agencies to deliver programmes on an ad hoc basis throughout the year. In recent years it has become common practice for the TSRA to enter into additional funding arrangements with other agencies after the budget is formally finalised.	Grant Revenue, Suppliers and Grants (Statement of Comprehensive Income) Cash received and Cash used - Grants (Cash Flow Statement)
The budget reflects the depreciation funding received as part of the annual budget appropriation. The actual depreciation expense represents depreciation on property, plant, equipment and ROU assets and is partly funded from reserves.	Depreciation (Statement of Comprehensive Income)
To alleviate the effects of COVID19 in the region, there was an interest moratorium on the concessional loans book. The moratorium was in effect until 31 March 2021. This moratorium coupled with a substantial fall in term deposit interest rates resulted in a variance of \$0.8M.	Interest (Statement of Comprehensive Income)
A combination of a substantial reduction in budgeted capital expenditure and unbudgeted funding received from other Government agencies were the major contributors to a variance of \$3.5M.	Cash and cash equivalents (Statement of Financial Position)





Appendices

APPENDIX A:

LIST OF REPORTING REQUIREMENTS

This appendix details the annual reporting requirements for corporate Commonwealth entities under the *Public Governance, Performance and Accountability Act 2013* (Cth), as set out in the Public Governance, Performance and Accountability Rule 2014 (Cth) (PGPA Rule), and shows how each requirement is covered in this annual report.

PGPA Rule reference	Part of report	Page	Description	Requirement
17BE	Contents of annual report			
17BE(a)	Overview – Legislation	9–10	Details of the legislation establishing the body.	Mandatory
17BE(b)(i)	Overview – Legislation	9–10	A summary of the objects and functions of the entity as set out in legislation.	Mandatory
17BE(b)(ii)	Annual performance statements – Purpose	17	The purposes of the entity as included in the entity's corporate plan for the reporting period.	Mandatory
17BE(c)	Overview – Accountability	10	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Mandatory
17BE(d)	None to report	–	Directions given to the entity by the Minister under an Act or instrument during the reporting period.	If applicable, mandatory
17BE(e)	None to report	–	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory
17BE(f)	None to report	–	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	If applicable, mandatory
17BE(g)	Annual performance statements – Introductory statement	16	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule.	Mandatory

PGPA Rule reference	Part of report	Page	Description	Requirement
17BE(h), 17BE(i)	None to report	–	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance.	If applicable, mandatory
17BE(j)	Management and accountability – TSRA Board	38–49	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	Mandatory
17BE(k)	Our organisation – Structure	10–11	Outline of the organisational structure of the entity (including any subsidiaries of the entity).	Mandatory
17BE(ka)	Management and accountability – Our people	55	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory
17BE(l)	Our organisation – Location	12–13	Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	Mandatory
17BE(m)	Management and accountability	38–39, 49–54	Information relating to the main corporate governance practices used by the entity during the reporting period.	Mandatory
17BE(n), 17BE(o)	Financial statements	85–86	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	If applicable, mandatory
17BE(p)	Not applicable	–	Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	If applicable, mandatory

PGPA Rule reference	Part of report	Page	Description	Requirement
17BE(q)	None to report	–	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	If applicable, mandatory
17BE(r)	None to report	–	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner.	If applicable, mandatory
17BE(s)	Not applicable	–	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.	If applicable, mandatory
17BE(t)	Management and accountability – Indemnities and insurance	55	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs).	If applicable, mandatory
17BE(taa)	Management and accountability – Audit Committee	51–53	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee.	Mandatory
17BE(ta)	Management and accountability – Executive remuneration	55, 58–61	Information about executive remuneration.	Mandatory

PGPA Rule reference	Part of report	Page	Description	Requirement
17BF	Disclosure requirements for government business enterprises			
17BF(1)(a)(i)	Not applicable	–	An assessment of significant changes in the entity's overall financial structure and financial conditions.	If applicable, mandatory
17BF(1)(a)(ii)	Not applicable	–	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions.	If applicable, mandatory
17BF(1)(b)	Not applicable	–	Information on dividends paid or recommended.	If applicable, mandatory
17BF(1)(c)	Not applicable	–	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations.	If applicable, mandatory
17BF(2)	Not applicable	–	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise.	If applicable, mandatory

APPENDIX B:

ADDITIONAL MATTERS

This appendix provides information to address the annual report requirements of legislation applicable to the Torres Strait Regional Authority (TSRA) other than the *Public Governance, Performance and Accountability Act 2013* (Cth).

Ministerial directions

In accordance with the requirements of section 144ZB(2)(a) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), the TSRA reports that no ministerial directions were given by the Minister for Indigenous Australians under section 142E of the Act in 2020–21.

Consultants

In accordance with the requirements of sections 144ZB(2)(b) and 144ZB(5) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), Table B.1 provides details of consultants engaged by the TSRA in 2020–21.

Table B.1: Details of consultants 2020–21

Name	Amount (\$)	Purpose	Selection process	Justification code
Asset Advance Valuers	30,698	Asset valuation	Direct sourcing	B
Charterpoint	50,964	Independent Chairperson of the Audit Committee	Open tender	A
James Cook University	18,600	Blue carbon research	Direct sourcing	B
James Cook University	88,698	Seagrass monitoring and research	Direct sourcing	B
James Cook University	138,500	Seagrass monitoring and research	Direct sourcing	B
Pilot Partners	270,539	Internal audit services	Open tender	A

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) of the Act. For the purposes of reporting, engagement of a 'consultant' is defined as the engagement of temporary services that involve the development of an intellectual output that assists with decision-making, where the intellectual output represents the independent view of the service provider. The independent intellectual output must be the majority element of the contract in terms of relative value or importance.

Justification code

A Need for specialised or professional skills
 B Need for independent research or assessment

Grants

In accordance with the requirements of section 144ZB(3) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), Table B.2 provides details of grants made by the TSRA during 2020–21.

Information on grants awarded by the TSRA is also available at <https://www.tsra.gov.au/news-and-resources/accountability-and-reporting/grants-awarded>.

Table B.2: Details of grants 2020–21

Grant recipient	Recipient category	Activity	Amount (\$)
Australian Fisheries Management Authority	A	Finfish biological sampling survey	75,700
Australian Fisheries Management Authority	A	Research Torres Strait Scientific Advisory Committee priorities	150,000
Dennis Newie	D	Moa Island outrigger canoe training	11,547
Department of Transport and Main Roads	B	Transport Infrastructure Development Scheme	500,000
Erub Erwer Meta Torres Strait Islander Corporation	D	Coming of the Light – Sharing Stories from Erub	24,643
GEMNA ATSI Women's Corporation	D	Fitness equipment	8,208
Kaurareg Native Title Aboriginal Corporation RNTBC	D	Prescribed Body Corporate support	131,700
Kulpiyam Youth & Sport Torres Strait Islanders' Corporation	D	Getting Active Island Way	11,200
Many Rivers Microfinance Ltd	E	Microenterprise and Community Enterprise Development	200,000
Masigalgai (TSI) Corporation RNTBC	D	Prescribed Body Corporate support	31,870
Mer Gedkem Le (TSI) Corporation RNTBC	D	Prescribed Body Corporate support	222,000
Mura Badulgal (TSI) Corporation RNTBC	D	Prescribed Body Corporate support	275,000
Mura Kosker Sorority Inc.	D	Operational funding	300,417
Continued over the page			

Table B.2: Details of grants 2020–21 (continued)

Grant recipient	Recipient category	Activity	Amount (\$)
NPA Family and Community Services ATSI Corporation	D	Clinical health framework	27,600
Pasais Design	E	Innovative artwork	14,883
Porumalgal (TSI) Corporation RNTBC	D	Prescribed Body Corporate support	29,260
Queensland Indigenous Family Violence Legal Service	D	Legal services	100,000
Queensland Indigenous Family Violence Legal Service	D	Legal services	152,315
RaW Fitness Badu	E	Fitness programmes	31,727
TAFE Queensland	B	Torres Strait Maritime Pathways Project	2,750,000
Tagai State College	B	Growing Our Own Tagai Transitions Maritime Project	500,000
Tagai State College	B	Integration of Traditional Ecological Knowledge	25,000
Thomas Namoa	E	COVID-19 Community Response Initiatives Support Package	19,010
TK Fisheries	E	COVID-19 Community Response Initiative Support Package	21,460
Torres Shire Council	C	Events coordinator	254,106
Torres Strait Island Regional Council	C	Tourism officer and events coordinator	340,579
Torres Strait Island Regional Council	C	Dauan pontoon repair	25,000
Torres Strait Island Regional Council	C	Sewage treatment plan	190,000
Torres Strait Islander Media Association	D	Operational funding	723,751
Torres Strait Major Infrastructure and Other Projects Trust	C	Coastal inundation mitigation	8,500,000
Torres Strait Major Infrastructure and Other Projects Trust	C	Dauan helicopter subsidy	180,000

Table B.2: Details of grants 2020–21 (continued)

Grant recipient	Recipient category	Activity	Amount (\$)
Torres Strait Major Infrastructure and Other Projects Trust	C	Torres Strait Island Regional Council infrastructure audit	500,000
Torres Strait Major Infrastructure and Other Projects Trust	C	Marine infrastructure	3,720,000
Torres Strait Youth and Recreational Sporting Association	D	Four Winds Games coordinator	50,000
Zenadth Kes Fisheries Limited	D	Operational funding	600,000
Recipient categories A Australian Government entities B State and territory governments C Local governments D Private sector non-profit organisations E Private sector for-profit organisations			

Sacred matters

In accordance with the requirements of section 144ZB(4) of the *Aboriginal and Torres Strait Islander Act 2005* (Cth), this report does not disclose any matters known to the TSRA to be held sacred by Torres Strait Islanders or Aboriginal persons.

Advertising and market research

The TSRA provides details of its expenditure on advertising and market research, including advertising campaigns, as required by section 311A of the *Commonwealth Electoral Act 1918* (Cth). During 2020–21, the TSRA did not undertake any official campaign advertising as defined by the Department of Finance or make any reporting payments to market research, polling, direct mail or media advertising organisations.

Environmental sustainability

The TSRA provides information on its environmental performance as required by section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth).

The TSRA's environmental policy outlines its commitment to minimising the environmental impact of operations. The TSRA does this by:

- using energy-efficient office machinery and computer monitors
- using low-wattage lights throughout the TSRA offices
- reducing paper usage by centralising printers and setting them to double-sided printing as the default
- using office paper that is carbon neutral, is recycled and/or has an environmental sustainability rating
- partnering with Tagai State College in the Horticulture in Schools Programme and, separately, providing technical assistance to improve food production in the Torres Strait through the Sustainable Horticulture Project

- improving invasive species control, including by supporting 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
- working with communities for the sustainable management of turtles and dugongs
- developing and implementing actions to build sustainability and resilience across the region through planning for climate change impacts
- monitoring environmental change across the region.

Work health and safety

The TSRA provides information on its work health and safety initiatives and outcomes as required by Schedule 2, Part 4 of the *Work Health and Safety Act 2011* (Cth).

During 2020–21, the TSRA fulfilled all responsibilities under the *Work Health and Safety Act 2011* (Cth). There were no notifications, investigations or notices arising from undertakings by the TSRA to Comcare under the Act during the reporting period.

The TSRA has a work health and safety management system and trains employees to undertake duties as first-aid officers, fire wardens and health and safety representatives. Health and safety representatives and safety committees work cooperatively to improve work health and safety policy and operations. Workers are informed of current issues and receive work health and safety information in a timely manner.

“ Health and safety representatives and safety committees work cooperatively to improve work health and safety policy and operations. ”

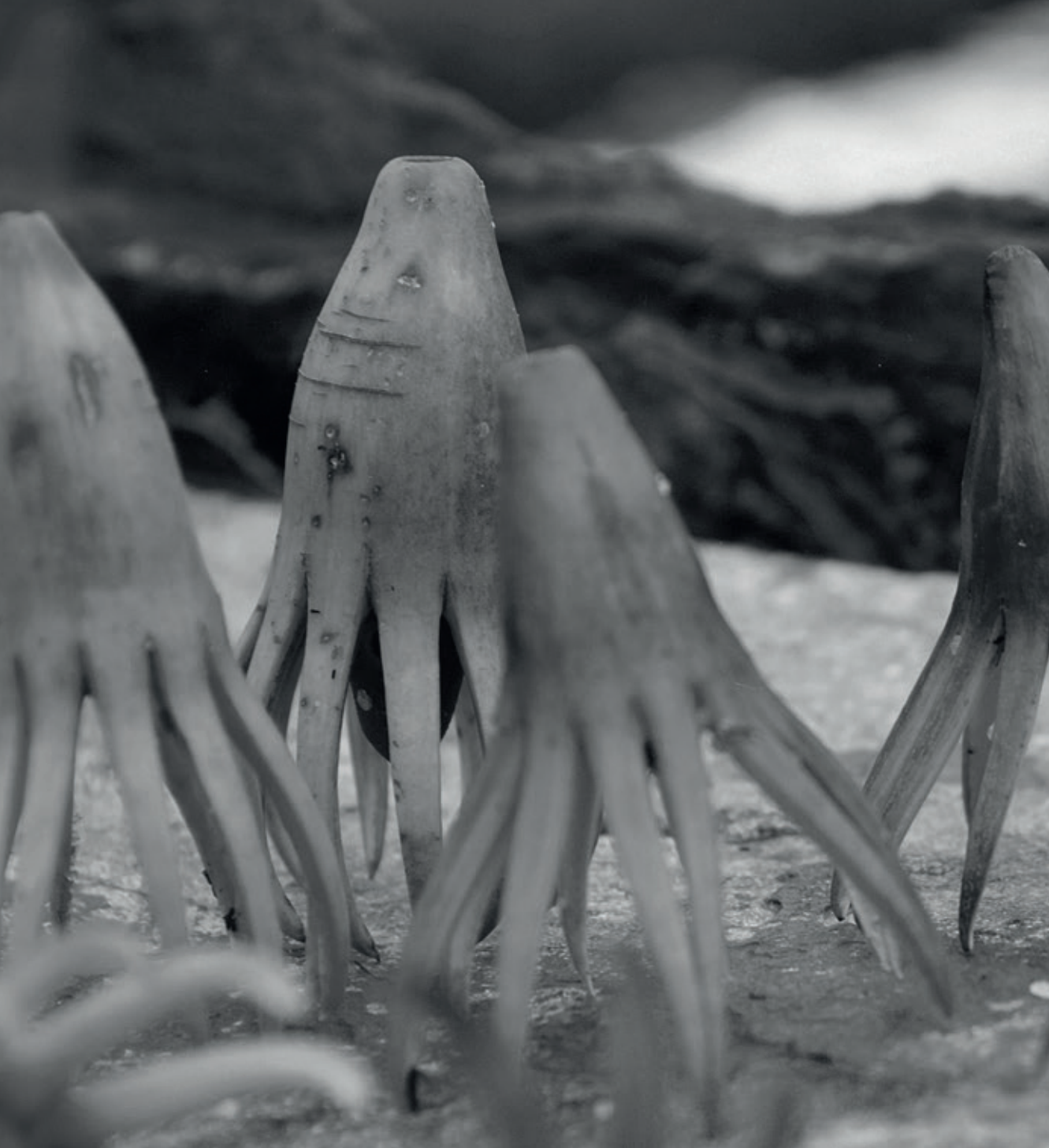
The TSRA’s rehabilitation management system includes an active early intervention and injury management strategy and is in accordance with Comcare requirements. TSRA staff can access a healthy lifestyle reimbursement of up to \$200 per year.

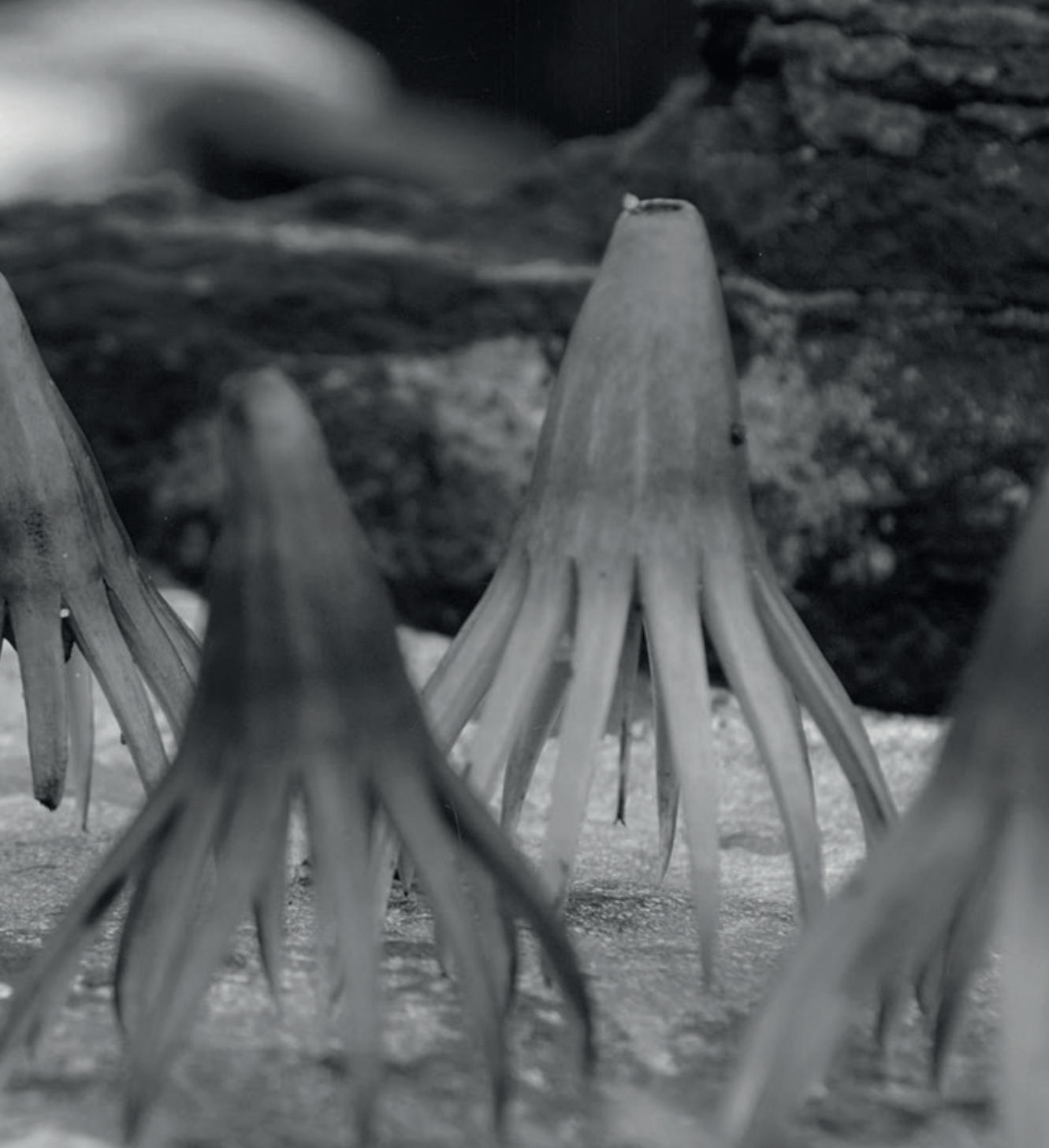
The TSRA has a bullying and harassment policy in place and two trained harassment contact officers available to provide employee support. The TSRA also provides support to staff through an employee assistance programme delivered by an external provider.



Aerial view of Moa Island, Torres Strait [Image credit: TSRA/Tahlæ Turner]

“ The TSRA’s environmental policy outlines its commitment to minimising the environmental impact of operations. ”





Reference material

ABBREVIATIONS

AEC	Australian Electoral Commission
Ailan Kastom	island custom
AIMS	Australian Institute of Marine Science
CDP	Community Development Program
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
MIP	Major Infrastructure Programme
NTRB	Native Title Representative Body
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
PGPA Rule	Public Governance, Performance and Accountability Rule 2014 (Cth)
PZJA	Protected Zone Joint Authority
RNTBC	Registered Native Title Body Corporate
TEK	Traditional Ecological Knowledge
TRAWQ	Tamwoy, Rosehill, Aplin, Waiben and Quarantine
TSMPP	Torres Strait Maritime Pathways Project
TSRA	Torres Strait Regional Authority
ZK Fisheries	Zenadth Kes Fisheries Limited

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