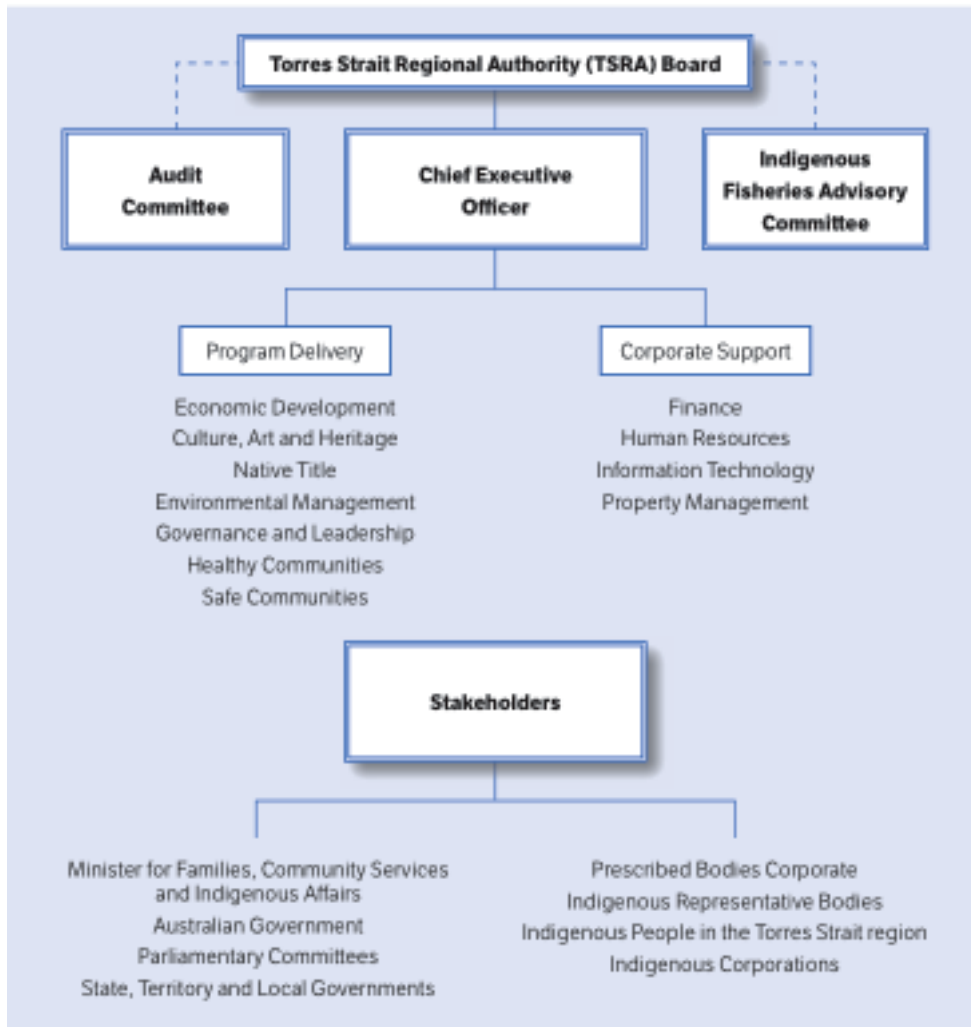


Section Four: Corporate Governance and Accountability

TSRA Governance and Accountability

Overview of Governance Structure



The TSRA's governance framework provides a system of direction and controls, enabling regional outcomes to be achieved through organisational goals and objectives. The framework allows for the escalation of risks and issues to the appropriate level. Resolution of risks and issues occurs through formal project management structures, program structures, Program Steering Committee, the TSRA Audit Committee and the TSRA Board.

TSRA Board Members

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

The primary functions of the Board are:

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

Current Appointments

The TSRA Board consists of 20 community representatives who are appointed for a four year term. Fifteen Members of the current board were appointed to the TSRA by virtue of being elected under the Local Government Act 1993 (Qld) as Councillors on the Torres Strait Island Regional Council. Two Members, representing the Bamaga and Seisia communities in the Northern Peninsula Area, hold office by virtue of their election to the Northern Peninsula Area Regional Council. The remaining three Members were elected in accordance with Division 5 of the Aboriginal and Torres Strait Islander Act 2005 (Cth), for the Wards of Port Kennedy, Horn Island and Prince of Wales Island (combined) and the combined Ward of Tamwoy, Rosehill, Aplin, Waiben and Quarantine (TRAWQ) on Thursday Island. The Chairperson and executive members of the TSRA are elected by the Members at the first Board meeting following the local government and Division 5 elections. By the nature of their appointments, all TSRA Board Members are also Directors under the Commonwealth Authorities and Companies Act 1997 (Cth) and are classified as Non-Executive Directors.

Future Appointments

Following a review of the governance arrangements for the TSRA, the method of appointing the TSRA Board was changed. The Indigenous Affairs Legislation Amendment Bill 2011, No 1, 2011 and Torres Strait Regional Authority Election Amendment Rule 2012 (No 1) amends the sections of the Act relating to the TSRA elections. As a result, 20 new TSRA electoral wards have been created and the first independent TSRA election is to be held on 15 September 2012. From 2012 all TSRA Board Members will be appointed under Division 5 of the Aboriginal and Torres Strait Islander Act 2005 (Cth). There has been no change to the method of electing the TSRA Chairperson, Deputy Chairperson or Alternate Deputy Chairperson.

TSRA Executive Committee

An Executive Committee of eight TSRA Board Members has been formed to assist the TSRA Chairperson to carry out the functions of the TSRA. The Executive Committee is based on a portfolio structure which is aligned to the TSRA Programs. Membership of the Executive Committee is decided by the TSRA Board by open ballot. The TSRA Executive Committee meets quarterly, prior to TSRA Board meetings. The Chairperson may call additional meetings as required.

The objectives of TSRA's Executive Committee are to:

- Ensure that policies and future directives are made in accordance with the Aboriginal and Torres Strait Islander Act 2005 (Cth), the Commonwealth Authorities and Companies Act 1997 (Cth), and other relevant legislation
- Advocate for improved outcomes in the Torres Strait region
- Represent the views of the TSRA on internal and external committees
- Assist the TSRA Chairperson to communicate government policy, TSRA decisions and achievements as they relate to their portfolio responsibilities with Torres Strait communities

The TSRA Executive Members and their portfolio responsibilities are shown in table 4-1.

Mr John T Kris	TSRA Chairperson TSRA Portfolio Member for Governance and Leadership
Ms Napcia Bin Tahal	TSRA Deputy Chairperson TSRA Portfolio Member for Economic Development
Mr Kenny Bedford	TSRA Alternate Deputy Chairperson TSRA Portfolio Member for Fisheries

Mr Donald Banu	TSRA Portfolio Member for Native Title
Mr Keith Fell	TSRA Portfolio Member for Healthy Communities
Mr Walter Makie	TSRA Portfolio Member for Environmental Management
Mr Phillemon Mosby	TSRA Portfolio Member for Culture, Art and Heritage
Ms Nancy Pearson	TSRA Portfolio Member for Safe Communities

Table 4-1
TSRA Executive and Portfolio Responsibilities

Profiles of TSRA Board Members

Mr John T Kris

TSRA Chairperson and
TSRA Member for St Pauls

Mr Kris is in his second term as the Chairperson of the TSRA and his third term as a Member of the TSRA Board. Mr Kris is the Portfolio Member for the TSRA's Governance and Leadership Program and is also a Councillor with the Torres Strait Island Regional Council. As the Chairperson of the TSRA, Mr Kris is a member of the Protected Zone Joint Authority (PZJA) together with the Australian Government and Queensland Government Ministers for Fisheries.

Over the last year, Mr Kris has continued to work with all levels of government and local stakeholders in taking an integrated service delivery approach to government business and building strong partnerships with people in the Torres Strait and Northern Peninsula Area region.

Mr Kris considers that increasing economic wealth through viable and sustainable businesses is a key factor in strengthening and growing our communities. A strong business base for communities will provide new employment and training opportunities across the region.

Experience and Qualifications

Mr Kris was first elected to the TSRA Board in 2000. His election was based on his specialist knowledge of his community, St Pauls, and his strong communication, negotiation and relationship management skills. He has the ability to develop relationships across all Torres Strait communities and the three levels of government operating in the region. Mr Kris possesses unique communications skills that relate to Ailan Kastom.

Mr Kris is a Fellow of the Australian Rural Leadership Foundation. He holds Associate and Advanced Diplomas in Environmental Health. In his first TSRA term, Mr Kris was the Portfolio Member for Housing and Infrastructure and he continues to maintain a strong interest in environmental health.

Ms Napcia Bin Tahal

TSRA Deputy Chairperson and TSRA Member for Horn and Prince of Wales

Ms Napcia Bin Tahal commenced her first term on the Board in 2008. Ms Bin Tahal is also the TSRA Deputy Chairperson, the Portfolio Member for Economic Development, a member of the Audit Committee. Ms Bin Tahal was formerly the Deputy Mayor of the Torres Shire Council.

Experience and Qualifications

Ms Bin Tahal was employed by the Queensland Public Service and the Australian Public Service for approximately 15 years, most of that time was within Indigenous Affairs. Ms Bin Tahal is actively involved with a number of local community organisations to ensure that she remains in touch with issues at the grass roots level.

Ms Bin Tahal is a fellow of the Australian Rural Leadership Foundation. She holds a Diploma in Business (Front-Line Management), a Certificate II in Indigenous Leadership and a Certificate in Tourism.

Ms Bin Tahal is an advocate for long-term economic sustainability through the development of local businesses that can operate independently of government assistance. Ms Bin Tahal believes that education is the key to Torres Strait Islander and Aboriginal people achieving their goals. She believes that through the development of professional skills and self-determination, people in the region will take control of their own future.

Mr Kenny Bedford

TSRA Alternative
Deputy Chairperson and
TSRA Member for Erub

Mr Kenny Bedford has been an active member on the TSRA Board since 2008. He has represented the TSRA in his capacity as Alternate Deputy Chairperson and is the Portfolio Member for Fisheries. Mr Bedford was formerly a Councillor with the Torres Strait Island Regional Council.

As the Portfolio Member for Fisheries, Mr Bedford has been a strong advocate across the various commercial and traditional fisheries on behalf of Torres Strait Islanders. Assisting Torres Strait Islanders to access a greater share of the Torres Strait fisheries, as professional full time fishers, remains one of the biggest challenges for Mr Bedford.

Experience and Qualifications

Mr Bedford draws on his strong knowledge of the Erub community. He possesses excellent communication, negotiation and relationship management skills. Mr Bedford has the ability to develop relationships across all Torres Strait communities and government agencies.

Mr Bedford is a Vincent Fairfax Fellow and holds a Bachelor of Applied Health Science. He also holds a Diploma of Youth Welfare and has experience in Local Government as a former Councillor and Deputy Mayor of the Torres Strait Island Regional Council.

Mr Wayne Guivarra

TSRA Member for Badu

Mr Wayne Guivarra is serving his first term on the TSRA Board. Mr Guivarra was formerly a Councillor on the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Guivarra develops relationships across all Torres Strait communities and government agencies operating in the region. He possesses strong communication, negotiation and relationship management skills that relate to Ailan Kastom.

Since his appointment, Mr Guivarra has increased his skills, knowledge and understanding of the processes involved and recognises that to make the best of the limited opportunities provided by government and community, there needs to be an integrated approach to achieving the solutions.

He is encouraged by the professional application applied by the administrative support under the revamped TSRA Program structure and looks forward to the future with great optimism.

Mr Guivarra is also passionate about supporting regional sports development within Torres Strait communities including athletic promotion.

Mr Reginald Williams

TSRA Member for Bamaga

This is Mr Williams' fourth term as a TSRA Board Member. Mr Williams was formerly the Deputy Mayor of the Northern Peninsula Area Regional Council.

Experience and Qualifications

Mr Williams held office with the TSRA from 1994 to 1997, 1997 to 2000, and 2000 to 2004. He has specialist knowledge of his community, Bamaga, and strong communication, negotiation and relationship management skills. Mr Williams also has unique communications skills that relate to Ailan Kastom.

Mr Williams aims to achieve a better lifestyle and standard of living for Torres Strait Islander and Aboriginal people living in the region. Areas of concern for Mr Williams are housing, health and education. Through his representation on the TSRA Board, Mr Williams seeks funding solutions for regional housing issues. He is also keen to raise awareness of health problems such as diabetes and heart disease and increase the range of subjects available to secondary school students.

Mr Donald Banu

TSRA Member for Boigu

Mr Donald Banu is undertaking his second term as a TSRA Board Member. Mr Banu also is the Portfolio Member for Native Title. Mr Banu was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Banu holds a Diploma in Environmental Health, a Certificate IV in Local Government and Administration and a Certificate IV in Environmental Health. Mr Banu has specialist communication skills that relate to Ailan Kastom and is able to develop relationships across all communities in the region. Mr Banu is able to work with other government agencies to achieve outcomes and has been involved in many consultations across the region. He possesses strong communication, negotiation and relationship management skills.

A key focus area for Mr Banu is increased capacity building for Prescribed Bodies Corporate so that the people in the Torres Strait can benefit from opportunities such as land lease agreements.

To maximise benefits for the Torres Strait community, Mr Banu aims to maintain positive working relationships across the whole-of-government sector and in particular with community stakeholders. Mr Banu will strive to ensure that there are developments in home ownership as well as appropriate initiatives under the Torres Strait Treaty to address health and associated cross border issues between Australia and Papua New Guinea.

Mr Banu is concerned about the effects of climate change and coastal inundation in the Torres Strait region and will continue to work with all stakeholders to find solutions to this critical issue.

Mr Banu has been involved in the project to repatriate Indigenous human remains and sacred objects to Torres Strait Communities. He was instrumental in negotiating an agreement with the United Kingdom's Natural History Museum for the return of ancestral remains to the Torres Strait. In his own time, Mr Banu undertakes an active role in his community and the wider Torres Strait communities to help young people by promoting career paths in the Navy and other Australian Defence Services.

Mr Torenzo Elisala

TSRA Member for Dauan

Mr Torenzo Elisala is in his first term as a Board Member. Mr Elisala was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Elisala has been actively involved in the Dauan community and considers health, education, economic growth and leadership development as some of the crucial areas to progress. Mr Elisala is encouraging greater use of TSRA Programs to encourage community organisations to participate in development opportunities such as the divestment of assets. Mr Elisala is also an advocate for emphasising cultural and traditional practices. Mr Elisala believes if our people truly inherit these two aspects of life with our own traditional lore system in place, the tension and stress put on communities from the western cultures will be minimised. Mr Elisala considers that unification of both cultures will give Torres Strait Islanders an advantage. He believes Closing the Gap can work strategically and effectively with traditional lores which contain protocols for men, women and children within cultural jurisdictions.

Mr Elisala has strong communication and relationship management skills within his community and the wider Torres Strait community including skills relating to Ailan Kastom. As a former Community Police Officer, Mr Elisala maintains that effective law and order is critical for community harmony. He is also able to draw on his experience as a Healthy Lifestyle Officer through his work with the Queensland Health and Tagai College partnership to improve health related education in his community.

Ms Nancy Pearson

TSRA Member for Hammond Island

Ms Nancy Pearson is in her first term as a Board Member. She is also the Portfolio Member for Safe Communities. Ms Pearson was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Ms Pearson is an avid champion of women and families in the region and continues to form links with key stakeholders to enhance and support safe communities. Her experience working with all levels of government has been valuable to the Safe Communities Program. Ms Pearson has been involved with the preparations for Australian Bureau of Statistics 2011 Census within the Torres Strait and Northern Peninsula Area, ensuring that quality data from the region was captured.

Ms Pearson also draws on her professional development experience in the areas of social justice, administration and town planning. She continues to see economic development, environmental stability and strategies to increase employment opportunities for the people of the Torres Strait region as on-going concerns. She is also an advocate of the preservation and revitalisation of Ailan Kastom.

Mr Walter Makie

TSRA Member for Iama

Mr Makie is in his second term as a TSRA Board Member. He is also the Portfolio Member for Environmental Management. Mr Makie was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Makie has continued to address major concerns relating to tidal inundation as well as the protection and preservation of Torres Strait land and sea resources. Mr Makie has had close involvement with environmental management issues since the 1980s and remains committed to his portfolio mandate; to protect, preserve and enjoy the natural and cultural environment of the region through sustainable management.

Mr David Bosun

TSRA Member for Kubin

Mr David Bosun is serving his first term as a TSRA Board Member. In September 2010, Mr Bosun was appointed as the rotational member on the TSRA Audit Committee. Mr Bosun is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

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

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

Mr Keith Fell

TSRA Member for Mabuia

Mr Keith Fell is undertaking his first term on the TSRA Board. Mr Fell is the Portfolio Member for Healthy Communities and is the Deputy Mayor of the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Fell has a Diploma in Local Government Administration and a Certificate III in Sports and Recreation.

Mr Fell believes that education, training and communication are vital to achieve success and increase the standard of living in the region. Other areas of importance for Mr Fell are economic development and cultural and social issues.

During his term on the Board, Mr Fell has pursued affordable housing for Torres Strait Islander people and worked towards empowering his people through accessible employment and training opportunities.

Mr Ted Fraser Nai

TSRA Member for Masig

Mr Ted Fraser Nai was elected to the TSRA Board in October 2011 following the resignation of Mr John Mosby. Mr Nai is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Nai's aspiration is to empower his own people to become self-autonomous. Mr Nai believes effective leadership is the key for this to happen and that leadership should be instilled into our people from a young age. Mr Nai believes that investing in education is fundamental to our people becoming autonomous. In creating and supporting sustainable economic development we must breathe belief, hope and dream into our people who are the real source of capital for our region. Mr Nai emphasises the importance for all levels of government to work together for the betterment of the people in the Torres Strait.

Mr Ron Day

TSRA Member for Mer

Mr Ron Day is undertaking his fourth term on the TSRA Board. Mr Day was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Day has been the TSRA Member for Mer since 2000. Through his past experience on the TSRA Board, Mr Day has gained a sound knowledge of government processes and engagement with the local community through his knowledge and understanding of Ailan Kastom.

Mr Day is keen to encourage progress towards shared regional goals. Mr Day's vision for the region is the empowerment of his people through independence and a robust economy. He believes that the strengths of the region will be realised through the unity of individual Torres Strait Islander people.

(Vacant)

TSRA Member for
Port Kennedy

A casual vacancy for Port Kennedy currently exists. This position will be filled through the TSRA election to be held on 15 September 2012.

Mr Phillemon Mosby

TSRA Member for Poruma

Mr Phillemon Mosby is in his first term as Member of the TSRA Board. He is also the TSRA Portfolio Member for Culture, Art and Heritage and a member of the TSRA Audit Committee. Mr Mosby is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

As the Portfolio Member for Culture, Art and Heritage, Mr Mosby promotes traditional culture and practice and encourages more engagement between elders and youth when practicing traditional culture. He aims to fulfil the dreams of his elders, to revive the traditional languages of the region.

During his term on the Board he would like to improve access to housing, particularly for youth. Mr Mosby supports innovation and creativity to deliver more training and employment opportunities in his community. He continues to work with stakeholders to combat tidal inundation problems that the Poruma Island community must address.

Mr Ron Enosa

TSRA Member for Saibai

This is Mr Ron Enosa's first term on the TSRA Board. Mr Enosa is a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

Mr Enosa has a Diploma in Legal Advocacy and a Diploma in Local Government Administration. Mr Enosa continues to advocate for activities to support Torres Strait culture across the region. He would also like to see closer working arrangements with the Papua New Guinea Western Province Treaty villages to address significant issues.

Assistance and support to youth development and related infrastructure is a priority for Mr Enosa. He continues to support the development of career pathways for students in the Torres Strait which will enhance economic development in the region.

Mr Enosa has also acted as an advocate on land and sea matters in the Torres Strait. His major concern is coastal erosion and tidal inundation and issues that are affecting Saibai Island. Mr Enosa continues to work with key stakeholders to address these issues.

Mr John Abednego

TSRA Member for Tamwoy, Rosehill, Aplin, Waiben and Quarantine (TRAWQ)

Mr John Abednego has completed three terms on the TSRA Board. He is also a Councillor with the Torres Shire Council.

Experience and Qualifications

Mr Abednego was the TSRA Chairperson from 1997 to 2000. Mr Abednego has a strong knowledge of government processes and first-hand knowledge of Torres Strait Islander culture.

During his time on the Board, Mr Abednego's priority is to raise the public profile of TRAWQ. He sees the establishment of a TRAWQ Development Plan and an increased focus on social services as important preliminary initiatives to achieve this goal.

Mr Jeffrey Aniba

TSRA Member for Seisia

Mr Jeffrey Aniba is in his first term as a TSRA Board Member. Mr Aniba was formerly a Councillor with the Northern Peninsula Area Regional Council.

Experience and Qualifications

Mr Aniba's main focus is on education reforms and increasing loans for home ownership and small business development in the Torres Strait and Northern Peninsula Area.

Mrs Florianna Bero

TSRA Member for Ugar

This is Mrs Florianna Bero's first term as a member of the TSRA Board. Mrs Bero was formerly a Councillor with the Torres Strait Island Regional Council.

Experience and Qualifications

As the Member for the Ugar community, Mrs Bero is using her position on the Board to promote good health, education and housing for people in the Torres Strait region.

Mrs Bero has advocated for increased funding in the education and health care sectors together with greater promotion of small businesses to benefit all communities in the Torres Strait region.

Mr Willie Lui

TSRA Member for Warraber

Mr Willie Lui resigned from the TSRA Board in 22 August 2011. He was in his first term as a TSRA Board Member. Mr Lui was formerly a Councillor with the Torres Strait Island Regional Council. The Member for Warraber position will be filled in the 2012 TSRA Election.

TSRA Executive Committee Meetings

The TSRA Executive Committee meetings for 2011 - 2012 are shown in table 4-2.

2011 - 2012 TSRA Executive Committee Meeting Dates	Apologies
16 August 2011	Nil
22 November 2011	Mr Phillemon Mosby, Portfolio Member for Culture, Art and Heritage Mr Donald Banu, Portfolio Member for Native Title
21 February 2012	Ms Napcia Bin Tahal, Portfolio Member for Economic Development Mr Phillemon Mosby, Portfolio Member for Culture, Art and Heritage
5 and 6 June 2012	Nil

Table 4-2
TSRA Executive Committee Meeting Dates and Apologies

The TSRA's Executive Committee meetings attendance is shown in table 4-3

Attendance at TSRA Executive Committee Meetings	
Mr John T Kris	4 of 4 Committee Meetings Attended
Ms Napcia Bin Tahal	3 of 4 Committee Meetings Attended
Mr Kenny Bedford	4 of 4 Committee Meetings Attended
Mr Donald Banu	3 of 4 Committee Meetings Attended
Mr Keith Fell	4 of 4 Committee Meetings Attended
Mr Walter Makie	4 of 4 Committee Meetings Attended
Mr Phillemon Mosby	2 of 4 Committee Meetings Attended
Ms Nancy Pearson	4 of 4 Committee Meetings Attended

Table 4-3
TSRA Executive Committee Attendance

TSRA Board Meeting Schedule

The Chairperson of the TSRA must convene at least four Board Meetings each year in accordance with Section 144E of the Aboriginal and Torres Strait Islander Act 2005 (Cth). The Chairperson can convene other meetings of the TSRA Board if it is considered necessary for the efficient performance of the TSRA's functions.

Throughout 2011 - 2012, the TSRA Board met as shown in the following table:

Board Meetings	Dates	Apologies	Absent
Meeting No. 79	18 and 19 August 2011	Mr John Mosby, Member of Masig	Nil
Meeting No. 80	24 and 25 November 2011	Ms Napcia Bin Tahal, Member for Horn and Prince of Wales Islands Mr Donald Banu, Member for Boigu Mr Reginald Williams, Member for Bamaga	Nil
Meeting No. 81	23 and 24 February 2012	Nil	Nil
Meeting No. 82	7 and 8 June 2012	Mr Reginald Williams, Member for Bamaga Mr Ron Enosa, Member for Saibai Mr Ron Day, Member for Mer	Nil

		Mr Jeffrey Aniba, Member for Seisia	
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Table 4-4
TSRA Board meetings

[Attendance at TSRA Board Meetings](#)

Member	Number of Meetings Attended
Mr John T. Kris	4 of 4 Meetings Attended
Ms Napcia Bin Tahal	3 of 4 Meetings Attended
Mr Kenny Bedford	4 of 4 Meetings Attended
Mr John Abednego	4 of 4 Meetings Attended
Mr Jeffery Aniba	3 of 4 Meetings Attended
Mr Donald Banu	3 of 4 Meetings Attended
Mrs Florianna Bero	4 of 4 Meetings Attended
Mr David Bosun	4 of 4 Meetings Attended
Mr Ron Day	3 of 4 Meetings Attended
Mr Torenzo Elisala	4 of 4 Meetings Attended
Mr Ron Enosa	3 of 4 Meetings Attended
Mr Keith Fell	4 of 4 Meetings Attended
Mr Wayne Guivarra	4 of 4 Meetings Attended
Mr Willie Lui	1 of 4 Meetings Attended (Resigned 23 August 2011)
Mr Walter Makie	4 of 4 Meetings Attended
Mr John Mosby	0 of 4 Meetings Attended (Resigned 22 August 2011)
Mr Ted Fraser Nai	2 of 2 Meetings Attended (Appointed 19 October 2011)
Mr Phillemon Mosby	4 of 4 Meetings Attended
Ms Nancy Pearson	4 of 4 Meetings Attended
Mr Reginald Williams	2 of 4 Meetings Attended

Table 4-5
TSRA Board Attendance

[TSRA Board Member induction process](#)

The TSRA has a comprehensive and formal induction process for Board members based on the recently developed TSRA Board Charter. The induction is delivered over a one week period and covers the legislative framework, code of conduct, separation of powers, administrative decision making, the TSRA's committees, programs and projects, member and executive member responsibilities, training and Board administration. The induction program is delivered by the TSRA administration with assistance from an external facilitator and subject matter experts.

[Induction of new TSRA Member](#)

Mr Fraser Nai was appointed to the TSRA Board in October 2011. The TSRA's Governance and Leadership Program conducted an induction session for Mr Nai.

[TSRA Board Member's Code of Conduct](#)

The TSRA Board has adopted a new Code of Conduct. The Code of Conduct has been published in the TSRA Board Charter 2012 and will be included in the training provided in the Board induction program.

[Executive Coaching](#)

An Executive coaching program is available for all Board Members.

Other Boards and Committees

Program Steering Committee

The Program Steering Committee (PSC) monitors the performance of the TSRA's programs and operations. Each program consists of projects and managed activities, contributing to the outcomes identified in the Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029. Programs are further defined in the Torres Strait Development Plan 2009 - 2013.

The PSC includes the TSRA Chief Executive Officer, Program Managers, Project Managers and the Chief Financial Officer. The PSC has scheduled quarterly meetings and also meets out of session to deal with specific risks and issues. The PSC prioritises resources across program boundaries, ensuring that there is an outcome focussed alignment between programs, strategies and operational activities. Further detail on program reporting is contained in Section 2 of this report.

TSRA Advisory Committees

The TSRA has two Advisory Committees, the TSRA Audit Committee and the Indigenous Fisheries Advisory Committee (IFAC).

TSRA Audit Committee

The TSRA Audit Committee, consists of four members. The committee was established in accordance with Section 32 of the Commonwealth Authorities and Companies Act 1997 (Cth). The TSRA Board is responsible for the appointment of the Audit Committee. The Committee provides independent assurance and assistance to the TSRA Board on the risk, control and compliance frameworks and the TSRA's external accountability responsibilities.

The Chairperson of the Audit Committee is an independent member from Moore Stephens Accountants and Advisors. The Chairperson of the Audit Committee provides technical expertise and experience, supplying advice on best practice accounting and auditing standards in the public sector environment. Special meetings of the Audit Committee can be held if deemed necessary by the TSRA Chairperson or the Chairperson of the Audit Committee.

Membership, meetings and attendance for the TSRA Audit Committee is shown in tables 4-6, 4-7 and 4-8.

Membership of the TSRA Audit Committee	
Mr Adrian Kelly	Chairperson and Independent Member of the TSRA Audit Committee
Ms Napcia Bin Tahal	TSRA Member for Horn and Prince of Wales Islands
Mr Phillemon Mosby	TSRA Member for Poruma
Mr David Bosun	TSRA Member for Kubin

Table 4-6

TSRA Audit Committee Membership

2011 - 2012 Audit Committee Dates	Apologies
17 August 2011	Mr David Bosun, TSRA Member for Kubin
8 September 2011	Mr Phillemon Mosby, TSRA Member for Poruma Mr David Bosun, TSRA Member for Kubin
23 November 2011	Ms Napcia Bin Tahal, TSRA Member for Horn and Prince of Wales Islands
22 February 2012	Nil
6 June 2012	Nil

Table 4-7

TSRA Audit Committee meetings

Attendance at TSRA Audit Committee Meetings	
Mr Adrian Kelly	5 of 5 Meetings Attended
Ms Napcia Bin Tahal,	4 of 5 Meetings Attended

Mr Phillemon Mosby	4 of 5 Meetings Attended
Mr David Bosun	3 of 5 Meetings Attended

Table 4-8
TSRA Attendance at Audit Committee meetings

Indigenous Fisheries Advisory Committee

The IFAC was established under Section 142M of the Aboriginal and Torres Strait Islander Act 2005 (Cth). The objectives of the IFAC are to:

Provide a forum for the discussion of strategic management and policy matters relevant to Torres Strait Fisheries and act as an additional medium for the flow of information between the TSRA and Torres Strait communities.

Provide advice and make recommendations to the TSRA Board with respect to:

- investment of resources into capacity building and support programs for traditional fishers,
- policy proposals and management advice for Torres Strait fisheries,
- policy direction and approach to resource sharing and leasing,
- engagement and establishment of effective relationships with all fisheries stakeholders, and
- research strategic priorities and provide advice on research proposals.

Establish sub-committees as required to ensure the range of issues requiring consideration are given proper attention.

Undertake additional functions on behalf of the TSRA as determined by the TSRA Board.

TSRA Indigenous Fisheries Advisory Committee Membership

Membership of the TSRA Indigenous Fisheries Advisory Committee	
Name	Appointment / Current Position in Industry
Daniel Takai	25 May 2011 / Small business owner/operator (fish receiver/processor)
Gavin Mosby	25 May 2011 / Director of Yorke Is fishermen's Association
Cyril Gabey	25 May 2011 / Small business owner/operator- Commercial fishing
Dimas Toby	25 May 2011 / Boigu TSIRC Councillor and fisher representative
Kiwat Lui	25 May 2011 / Fisheries representative, St Pauls
Ned Larry	5 December 2011 / Commercial fisher
Ralph Pearson	5 December 2011 / Commercial fisher
Michael Passi	7 June 2012 / Commercial fisher

Table 4-9
TSRA Indigenous Fisheries Advisory Committee Members

TSRA Indigenous Fisheries Advisory Committee Meetings

2011 - 2012 IFAC Committee Dates	Apologies
2 July (No. 1 - Induction, Thursday Island)	Nil
8 November (No. 2 - Thursday Island)	Ralph Pearson
6 February (No. 3 - Thursday Island)	Nil
23 May (No. 4 - Boigu Island)	Kiwat Lui Ralph Pearson

Table 4-10

TSRA Indigenous Fisheries Advisory Committee meetings

TSRA Indigenous Fisheries Advisory Committee Attendance

Member	Meetings Attended
Daniel Takai	All
Gavin Mosby	All
Cyril Gabey	All
Dimas Toby	Meetings 1, 2 and 4
Kiwat Lui	Meetings 1, 2 and 3
Ned Larry	Meetings 3 and 4
Ralph Pearson	Meeting 3
Michael Passi	Nil (New member)

Table 4-11

TSRA Attendance at Indigenous Fisheries Advisory Committee meetings

Enabling Functions

Information Management and Technology

The TSRA Information Communications and Technology (ICT) team successfully completed the upgrade of all workstations to Windows 7 and Microsoft Office 2010 along with a refresh of all out of warranty desktop hardware across its environment.

IT equipment and communications links were installed into seven new Ranger offices in outer island communities. The offices are connected through secure remote access to the TSRA IT systems on Thursday Island. Additionally, seven existing offices were upgraded the same standard as the new offices.

A review of existing communications arrangements with Telstra was undertaken and a new contract was negotiated. This included significantly improved rates for phone calls and mobile data access and improved communication links for remote offices.

Additional systems have been installed to improve the disaster recovery readiness of the TSRA's ICT environment to ensure critical data and services can be quickly restored. The main outcome was the implementation of a backup and recovery system which enables rapid recovery of entire servers from either our primary or secondary data centres in the event of a failure.

To continue improving our record management practices and ability to meet reporting obligations, the TSRA has appointed a full time record manager. The record manager is currently working with the Australian National Archives and the Office of the Australian Information Commissioner to review our existing record management processes and develop a strategy to ensure that we are meeting best practice.

Environmental Impact Management

Environmental Sustainability

Section 516A of the Environment Protection and Biodiversity Conservation Act 1999 (Cth) (EPBC Act) requires Australian Government organisations to detail their environmental performance and contribution to Ecologically Sustainable Development (ESD). Table 4-12 (below) provides an overview of the TSRA's environmental activities and operations in relation to Section 516A of the EPBC Act.

ESD Reporting Requirement	TSRA Response
How the TSRA's activities accord with the principles of ecologically sustainable development.	<p>The TSRA has issued an environmental policy outlining measures to improve its ecological sustainability. During 2011 - 2012 the TSRA commenced work to establish an Environmental Management System which is focussed on ensuring that the TSRA is taking all reasonable steps to reduce its ecological footprint.</p> <p>The TSRA's environmental risks are managed at the project, program and portfolio level and are captured in the organisation's Risks and Issues Registers.</p> <p>The TSRA maintains an Environmental Legal and Other Requirements Register.</p> <p>The TSRA has established a biennial audit process of its Environmental Management System. The next audit is scheduled for 2014.</p>
Outcomes contributing to ecologically sustainable development.	<p>The TSRA's Environmental Management Program contributes to ecologically sustainable development across all Torres Strait and Northern Peninsula Area Communities. This includes:</p> <ul style="list-style-type: none"> Improving animal management and pest control Reducing waste management issues and environmental impact Increasing the use of renewable energies Managing the effects of climate change, specifically tidal inundation and erosion
Environmental impacts of operations	<p>The TSRA is committed to managing its operations and those of its contractors to minimise adverse environmental impacts and protect the environment. There were no recorded adverse environmental impacts from TSRA activities in 2011 - 2012.</p>
Measures taken to minimise environmental impacts	<p>The TSRA requires its employees, contractors and suppliers to comply with the TSRA's Environment Policy and environmental management systems by:</p> <ul style="list-style-type: none"> Implementing conservation measures in the TSRA's offices Minimising the environmental impacts through better design and material selection for new staff housing Requiring contractors to comply with relevant environmental regulatory requirements and minimum environmental performance requirements Managing and reporting environmental incidents <p>The TSRA monitors a range of environmental performance indicators, including energy use within TSRA offices, energy ratings of white goods purchased for TSRA staff housing, fuel consumption and vehicle performance.</p> <p>The TSRA has adopted appropriate technologies to reduce travel and its dependency on paper-based filing systems. This includes:</p>

	<p>Telephone and video conferencing facilities</p> <p>Use of iPads at all formal meetings, reducing paper consumption</p> <p>Introducing an electronic document and records management system</p> <p>The TSRA continues to modernise its computing operations through the adoption of new virtual technologies and desktop solutions. The new technology provides TSRA the opportunity to further reduce energy consumption and the impact of computers on the environment.</p>
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Table 4-12
Compliance with the EPBC Act, Section 516A (Environmental Reporting)

Risk Management

The TSRA faces risks that can significantly affect the achievement of its objectives. Risk is inherent in the achievement of its corporate strategies and in attaining the objectives of its programs and projects at every level of activity.

While the TSRA aims to minimise risks in critical areas such as health, safety and the environment it adopts a risk managed approach to decision-making and devolves the management of risk to the most appropriate level within the organisation. The TSRA has formal risks and issues management processes for all projects, managed activities and programs.

The TSRA emphasises management of risk that is:

- 1) dynamic - responsive to change and assists corporate learning and continuous improvement.
- 2) systematic - rigorous, transparent and explicit and taking into account stakeholder perspectives.
- 3) integrated and embedded - in so far as practicable into established management planning, decision-making and reporting processes.

Risk management at TSRA is based on the better practice principles and processes, outlined in the International Standard AS/NZ31000:2009 Risk Management - principles and guidelines on implementation.

Accountability

External Scrutiny

The TSRA is a statutory authority of the Australian Government and is accountable to the Federal Parliament and the Minister for Families, Community Services and Indigenous Affairs.

The Auditor-General is the TSRA's external auditor. The audit of the TSRA's financial statements is conducted in accordance with an audit strategy as agreed to by the Auditor-General and the TSRA. The 2011 - 2012 Audit was conducted in August 2012. A copy of the Independent Auditor's report including the Auditor's Opinion is provided as part of the Financial Statements in Section 5 of this Annual Report.

Fraud Control

The TSRA has implemented a fraud control framework in accordance with the Commonwealth Fraud Control Guidelines. In June 2012, the TSRA's Audit Committee and Board approved the TSRA's 2012 - 2014 Fraud Control Plan for distribution to Staff. No incidences of fraud were detected during the year.

Internal Audit

The TSRA Board has established the TSRA Audit Committee as a key component of its governance framework. The Audit Committee is responsible for reviewing internal and external audit reports and for monitoring the implementation of audit recommendations. The Audit Committee's charter provides the framework for the conduct of the internal audit function in the TSRA and has been approved by the Board on the advice of the Audit Committee.

The external contractor, PDM Consultancy, is responsible for implementing the TSRA's internal audit program, which aims to provide assurance that key risks are being managed effectively and efficiently, including compliance with regulatory requirements and policies.

Compliance Report

In accordance with Section 16(1)(c) of the Commonwealth Authorities and Companies Act 1997 (Cth) the TSRA provided the Finance Minister and the Minister for Families, Community Services and Indigenous Affairs with a letter from the TSRA Directors. The letter advised that the TSRA had:

- complied with the provisions and requirements of the Commonwealth Authorities and Companies Act 1997 (Cth).

- complied with the provisions and requirements of the Commonwealth Authorities and Companies Regulations 1997 and Commonwealth Authorities (Annual Reporting) Order 2011.

A Compliance Index is incorporated as Section 7 of this Annual Report and a table, Compliance with Australian Government Statutes and Policies, is shown in Appendix 6.

Indemnities and Insurance Premiums for Officers

The TSRA indemnifies current and former directors and staff members against liability or costs incurred in connection with any claim brought against them as a result of – or in connection with – their appointment to any office or position in TSRA. The TSRA holds directors' and officers' liability insurance cover through Comcover, the Australian Government's self managed fund. As part of its annual insurance renewal process, TSRA reviewed its insurance coverage in 2011 - 2012 to ensure it remained appropriate for operations.

During the year, no indemnity related claims were made, and the TSRA knows of no circumstances likely to lead to such claims being made.

The cost of directors' and officers' indemnity insurance for 2011 - 2012 was \$4,998.

Directors' Interests Policy

In accordance with the Commonwealth Authorities and Companies Act 1997 (Cth), the TSRA Board has a policy and process to manage all direct and indirect conflicts of interest, including a register of all Directors' pecuniary interests and a requirement for each Director to make a formal declaration of their interests at each Board meeting. The declarations are recorded in the minutes of the meeting which are distributed to all communities through their elected Board members. The pecuniary interest processes apply to all governance committees of the TSRA.

Human Resources

Overview

The majority of TSRA's employees are located at TSRA facilities on Thursday Island, Queensland. A small TSRA office in Cairns continues to be used to increase TSRA's capacity to attract people with the skills and experience not available in the Torres Strait. During 2011 - 2012 the TSRA increased the size of its presence in outer communities in line with the planned expansion of the TSRA's Environmental Management Program.

Highlights in 2011 - 2012 included the second stage recruitment of 13 Rangers into the TSRA's Environment Management Program, the introduction of an online recruitment system and the finalisation of the TSRA Enterprise Agreement for the period 2011 - 2014.

Workplace Agreement

All TSRA staff operate under the TSRA Enterprise Agreement 2011 - 2014. The terms and conditions of employment are set out in this agreement which, while designed to end on 30 June 2014, will remain in effect until replaced by a future agreement. The salary ranges for staff covered under the Enterprise Agreement range from \$39,887 for an APS level 1 staff member to \$122,644 for an EL2 staff member.

Between July 2011 and October 2011, the TSRA Human Resources team worked with various stakeholders to negotiate a new Enterprise Agreement for the period 2011 - 2014. The new agreement commenced in October 2011, with 79 per cent of TSRA staff participating in the vote, of these 94 per cent returned a yes vote.

Payroll and Leave Records

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

Staff Development and Training

TSRA's employees attended internal and external training courses throughout the year. This included program and project management training, career development training, cultural awareness training, Indigenous career trek workshops, leadership training, effective writing skills, accredited university studies and various other learning and development.

As part of their induction, all new TSRA employees complete the Australian Public Service Commission's (APS) Introduction to the APS, which is delivered as an on-line learning program.

All TSRA employees attended Fraud Awareness workshops to raise awareness and knowledge regarding fraud and its effects on the TSRA. The TSRA also uses a wide range of computer based training products to assist staff with topics including computer programs including all Microsoft applications, customer service skills, and telephone techniques and management supervision skills.

Health and Safety Management Arrangements

The TSRA continued to fulfil its responsibilities under the Occupational Health and Safety Act 1991 (Cth) until 31 December 2011. On 1 January 2012, new legislation, Work Health and Safety Act 2011 (Cth) was introduced.

There were four accidents or dangerous occurrences during the year that arose out of the conduct of undertakings by TSRA that required the giving of notice under the legislation.

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

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

Workplace Health

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

The TSRA has a Preventing Bullying and Harassment Policy in place and two trained Harassment Contact Officers are available to provide employee support. The TSRA engages Commonwealth Rehabilitation Services (CRS) to provide short-term, confidential counselling services to all employees where required.

Equal Employment Opportunity

The TSRA is an Equal Employment Opportunity (EEO) employer and upholds the Australian Public Service Values. The TSRA provides a workplace that is free from discrimination and recognises the diversity of the Indigenous community that it serves. All TSRA staff receive up to date information on key developments in the human resources sector such as EEO, harassment free workplaces and workplace diversity. Employees can also access publications from the Australian Public Service Commission (APSC), the Department of Education, Employment and Workplace Relations (DEEWR) and other related agencies.

EEO statistical information is collected during the recruitment of TSRA staff and is provided to the Australian Public Service Commission. The TSRA's statistical data on EEO is set out on

Industrial Democracy

The TSRA fosters and promotes industrial democracy through regular management, program area and staff meetings. As appropriate, it consults with employees on:

Major workplace changes

The development of guidelines and policies applying to employment conditions

Development and implementation of an Enterprise Agreement.

Property Management

The TSRA has a significant property portfolio which includes office accommodation at two sites on Thursday Island; residential accommodation, consisting of 38 houses and apartments; and the Gab Titui Cultural Centre. The TSRA also owns and maintains Green Hill Fort. Green Hill Fort is a Listed Place on the Commonwealth Heritage List.

Privacy

The Privacy Commissioner did not issue a report on the TSRA under Section 30 of the Privacy Act 1988 (Cth) and no personal privacy complaints were made against the TSRA during the reporting period.

Changes to disability reporting in annual reports

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007 - 2008, reporting on the employer role was transferred to the Australian Public Service Commission's State of the Service Report and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au. From 2010 - 2011, departments and agencies are no longer required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by a new National Disability Strategy which sets out a ten year national policy framework for improving life for Australians with disability, their families and carers. A high level report to track progress for people with disability at a national level will be produced by the Standing Council on Community, Housing and Disability Services to the Council of Australian Governments and will be available on the FaHCSIA web site (www.fahcsia.gov.au). The Social Inclusion Measurement and Reporting Strategy agreed by the Australian Government in December 2009 also includes reporting on disability matters. This can be found in the How Australia is Faring report, published periodically by the Australian Social Inclusion Board on their web site (www.socialinclusion.gov.au).

Employee Numbers and Classification

Tables 4-13 and 4-14 below provide information on TSRA's employee numbers and classifications as at 30 June 2012.

Classification	Total Number of Staff
PEO	1
Executive Level 2	6
Executive Level 1	19
APS 6	24
APS 5	19
APS 4	8
APS 3	18
APS 2	10
APS 1	22
Trainee	0
Total	127

Table 4-13
TSRA's Staff Classification at 30 June 2012

Classification	Male	Female	TSI or Aboriginal	Persons With Disability
PEO	1		1	

Executive Level 2	5	1		
Executive Level 1	12	7	5	
APS 6	14	10	12	1
APS 5	1	18	12	
APS 4		8	8	
APS 3	11	7	17	
APS 2	1	9	10	
APS 1	2	20	22	
Trainee				
Total	47	80	87	1

Table 4-14
TSRA's EEO Groups Within Classification Levels at 30 June 2012