Australian Government

TORRES STRAIT REGIONAL AUTHORITY

TSRA
www.tsra.gov.au

Corporate Plan
2024–25

Corporate plans are a requirement under section 35 of the *Public Governance, Performance and Accountability Act 2013*. The Torres Strait Regional Authority Corporate Plan 2024–25 is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* and will be acquitted in the annual performance statements published in the Annual Report 2024–25.

Distribution

This report is available as a PDF from the Torres Strait Regional Authority and is published at www.tsra.gov.au

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Acknowledgments

This report reflects the efforts of many people. Special thanks go to the Strategic Policy Unit, who led this work, and to all those who contributed to redesigning the TSRA's performance measures, provided data, or reviewed content.

Cover Artwork

Peibri Sorr by
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Emma Gela,
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Erub Island, Torres Strait, Queensland

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Acknowledgement of Country

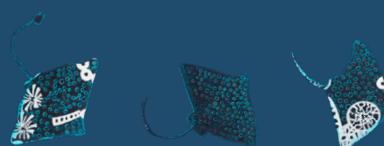The Torres Strait Regional Authority pays respect to the Traditional Owners and Custodians of the lands and waters on which we work.

We honour the resilience and continuing connection to land and sea country, culture and community of all Torres Strait Islander and Aboriginal peoples across Australia.
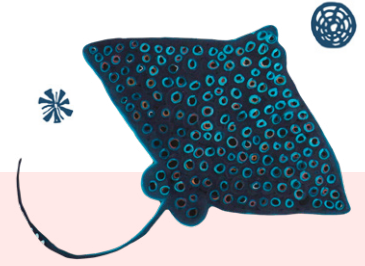
We recognise the decisions we make today will impact the lives of generations to come.

Contents

Introduction

I, on behalf of the accountable authority of the Torres Strait Regional Authority - the TSRA Board - present the Torres Strait Regional Authority Corporate Plan 2024–25, which covers the periods of 2024–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This Corporate Plan is made with reference to the Torres Strait Development Plan 2023–2028, prepared as required by section 142D of the *Aboriginal and Torres Strait Islander Act 2005*.

Mr Napau Pedro Stephen AM
Chairperson
Torres Strait Regional Authority
27 June 2024

The TSRA Board.
Back Row: Seriako Dorante, Bob Kaigey, Charles David, Patrick Mooka.
Middle Row: Nicholas Pearson, Dimas Toby, Jimmy Gela, Rocky Stephen, Yen Loban, Cygnet Repu, John Paiwan.
Front Row: Hilda Mosby, Danie Savage, Iris Billy, Horace Baira, Chelsea Aniba, Karyn Watson, Tailisa Yusia.
Absent: Chair Napau Pedro Stephen, Sereako Stephen

Our Purpose

The Torres Strait Regional Authority (TSRA) is the lead Commonwealth agency for Indigenous affairs in the Torres Strait Region. We advocate for initiatives, infrastructure and development in our region that is founded upon self-determination for Torres Strait Islander and Aboriginal peoples.

Our purpose is:

Progress towards Closing the Gap for Torres Strait Islander and Aboriginal people living in the Torres Strait region through development planning, coordination, sustainable resource management, and preservation and promotion of Indigenous culture.

The TSRA operates to provide greater autonomy to and improve the lives of Torres Strait Islanders and Aboriginal peoples living in the Torres Strait and the communities of Bamaga and Seisia on the Northern Peninsula Area, by contributing to a healthier, safer and more prosperous region.

We achieve this by working to empower Torres Strait Islander and Aboriginal people to determine their own affairs based on the Ailan Kastom (island custom) of the Torres Strait. Ailan Kastom includes customs, traditions, observances and beliefs of some or all Torres Strait Islanders relating to particular persons, areas, objects or relationships of Torres Strait Islanders in the Torres Strait. The TSRA's role to recognise and maintain Ailan Kastom is enshrined in s142A of our enabling legislation, the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act).

All TSRA partnerships, programs and services are developed and delivered in accordance with the principle of cultural empowerment and respect the unique cultural protocols of the Kaurareg, Maluilgal, Guda Maluiligal, Kulkalgal, Kemer Meriam, and Northern Peninsula Area peoples.

Our Functions

The primary functions and responsibilities for the TSRA are defined under Section 142A of the ATSI Act and are to:

- recognise and maintain the special and unique Ailan Kastom of Torres Strait Islanders living in the Torres Strait region

- formulate and implement programs for Torres Strait Islander and Aboriginal persons living in the Torres Strait region

- monitor the effectiveness of programs for Torres Strait Islander and Aboriginal persons living in the Torres Strait region, including programs conducted by other bodies

- develop policy proposals to meet national, state and regional needs and priorities of Torres Strait Islander and Aboriginal persons living in the Torres Strait region

- assist, advise and cooperate with Torres Strait Islander and Aboriginal communities, organisations, and individuals at national, state, territory and regional levels

- advise the Minister for Indigenous Australians on matters relating to Torres Strait Islander and Aboriginal affairs in the Torres Strait region, including the administration of legislation and the coordination of the activities of other Australian Government bodies that impact the Torres Strait region.

Closing the Gap

We are committed to Closing the Gap for Torres Strait Islander and Aboriginal peoples living in the Torres Strait region and ensuring there is a strong Indigenous voice in the Australian Public Service to help guide change. TSRA has a 100% Indigenous, democratically elected Board and a workforce that is over 80% Indigenous. We are uniquely placed to use our lived experience to contribute to Closing the Gap Priority Reform Three: Transforming Government Organisations.

The key activities of this Corporate Plan are mapped against 16 of the 17 Closing the Gap Targets (Target 3 relates to early childhood education, outside our responsibility). TSRA's activities in 2024–25 will contribute to progress against Targets 1-2 and 4-17, and these linkages are identified in our Performance Measures section.

Our Key Activities

Key Activity 1.1 Establishing thriving local industries for the Torres Strait through creating business pipelines, supporting tourism and working towards 100% Indigenous ownership of Torres Strait fisheries.

Key Activity 1.2 Enabling and growing a skilled local Indigenous workforce by supporting job pipelines across the region, stimulating business and economic development to expand workforce participation opportunities in new and existing local service delivery.

Key Activity 1.3 Establishing future ready infrastructure by facilitating essential infrastructure investments, promoting sustainable energy infrastructure in the region, and building partnerships to enhance safe and accessible transport for people and goods across the Torres Strait.

Key Activity 2.1 Working to strongly reflect culture in the Torres Strait's education, employment and community settings, embedding culture as a social fabric for families and community through supporting festivals and events, and preserving and maintaining cultural links, language and significant sites.

Key Activity 2.2 Protecting our culture, way of life and environment through essential to life infrastructure and environmental resources. Identifying opportunities to protect and preserve our cultural heritage through land and sea care, securing investment to construct and maintain infrastructure that will support climate resilience and adaption, and supporting access to and uptake of reliable renewable energy.

Key Activity 3.1 Promoting a unified region with effective leadership by contributing to leadership pathways for community members that centre accountability, communication and culture. Sharing experiences with national and international First Nations partners to enhance governance and benefit the region.

Key Activity 3.2 Enabling leadership and capability in the next generation by advocating for high-quality education across the region, supporting pathways into post-school education and training, and supporting activities that will reduce children being in the child protection system and youth justice system.

Key Activity 4.1 Advocating for beneficial regional investment by maintaining strategic partnerships with government, non-government organisations and private sector organisations, and using local data and community aspirations to inform investment programs in the region.

Key Activity 4.2 Advocating to increase access to suitable and affordable housing by supporting efforts to increase housing supply, and working to improve environmental health conditions for Torres Strait Islander and Aboriginal people by drawing attention to the impacts of overcrowding and homelessness in our communities.

Key Activity 4.3 Advocating for and supporting Torres Strait Islanders and Aboriginal people to live long, healthy lives by working to increase access to preventative health education, supporting safe communities, improving access to community infrastructure, and supporting information, activities and programs that help to reduce the burden of disease.

Operating Context

The TSRA exists to progress towards Closing the Gap for Torres Strait Islander and Aboriginal people in the Torres Strait Region, caring for people, culture, land and sea country.

Environment

We are situated in one of the most remote, vulnerable, and hard to reach areas of Australia. The Torres Strait Region covers over 48,000 square kilometres, with over 270 islands, 17 of which are inhabited. The Region includes two Torres Strait Islander communities on the Northern Peninsula Area of Cape York – Bamaga and Seisia.

The Torres Strait's outer islands are connected via commercial passenger flights and chartered air transport. Two islands – Ugar and Dauan – are only accessible by helicopter for regular services. The high cost of airfares mean than much personal travel within the Torres Strait is conducted via dinghies and other small boats. The inner islands are connected by commercial ferries or private boat. Regular flights to Cairns depart from Ngurapai (Horn Island) daily.

Our closest city, Cairns, is 800 km away - a nearly two-hour flight from Ngurapai. Food and goods are shipped into the inner islands twice-weekly via barge. Outer island freight frequency is less regular, impacting their supply of perishable foods like fruit and vegetables, as well as building supplies and household goods. As a result of this, living costs can be up to 40 per cent higher in the Torres Strait than for urban areas. Over the next four years, our Healthy Communities, Infrastructure and Environmental Management Programs will work to alleviate some of these concerns through activities like seeking additional funding for freight subsidies and supporting the development of community gardens to grow food.

The estimated resident population of our region is 10,694 people, and some of the demographic factors affecting the Torres Strait region include:

- The community we serve is over 80 per cent Indigenous, and over 70 per cent of people speak a language other than English at home.

- We have double the rate of single-parent households, and five times the rate of multiple family households than the rest of Queensland.

- 83 per cent of people in the region are in the lowest quintile for socioeconomic disadvantage, compared to 20 per cent for the whole of Queensland.

- Related to this, 19.5 per cent of the population is on Job Seeker payments, compared to 5.7 per cent in Queensland.

- Similar to the rest of Queensland (at 63.6 per cent), 62.2 per cent of our population have achieved Year 11 or 12 education. However, only 8.6 per cent pf people in the region hold a bachelor's degree or higher, much lower than the 21.9 per cent for the rest of the state[1].

These factors have influenced our Board's priority of creating local jobs and local job pipelines, which will be actioned through our Key Activities 1.1 and 1.2. We will continue advocacy to support empowerment of Torres Strait Islander and Aboriginal people through improved educational outcomes and leadership development.

1   Source: Queensland Government Statistician's Office, Queensland Treasury, Queensland Regional Profiles: Resident Profile for TSRA Region, February 2024.

The Torres Strait Region is facing many infrastructure delivery challenges, including global supply chain shortages, construction industry skills shortages and ever-increasing freight and building material costs. These impacts are further pronounced as a result of our remote location. TSRA's Regional Infrastructure Program will acknowledge these challenges and provide responsive advice to government when working with stakeholders on designing and costing new builds in the Torres Strait.

Climate change is a significant threat to the livelihoods, homes and culture of people living in the Torres Strait. TSRA works to protect and preserve culture and ensure strong health and wellbeing outcomes for our people, enabling them to adapt to a changing climate. This is a strong focus of Key Activities for our Environmental Management and Infrastructure Programs. Major infrastructure activities coordinated by the TSRA to build sea walls are helping to mitigate the impact of rising seas on some islands, but there is more to do. Other vulnerable islands need protection, and actions to arrest the causes of climate change must be prioritised.

TSRA Environment

We operate from offices on Waiben (Thursday Island), along with ranger offices on all inhabited outer islands, and a small satellite office in Cairns. While our remoteness can challenge our efforts to remain connected outside of the region and to recruit and retain specialist employees, the Torres Strait offers a cultural environment unlike anywhere else in Australia. The region's biodiversity is also a drawcard, with unique species of fish, birds and other animals, pristine coral reefs, and hundreds of uninhabited islands.

Many environmental factors have been considered in developing our Corporate Plan, and the activities we will undertake over the next 4 years, as we set about implementing the Torres Strait Development Plan 2023–2028. The TSRA cannot control the weather, or the price of goods, but we can ensure that voices from the Torres Strait are heard nationally. We will cooperate with stakeholders from across our Region and the country to provide effective advocacy to find meaningful and long-lasting solutions to the challenges we face up here. Implementing the Key Activities in this plan over the next 4 years will see the TSRA taking strong and measurable actions on our priorities in health, education, housing, and employment, and make a tangible difference to the lives of people in our region.

Government Priorities

The Commonwealth Government continues to lead the national Closing the Gap process. To embed progress in government ways of working, it has made the following requirement:

> **From 2024, all Commonwealth departments and agencies will be required to include a statement of progress against Closing the Gap in their Annual Reports, improving transparency and accountability[2].**

The TSRA's Portfolio Budget Statement Outcome and Development Plan are both founded on Closing the Gap. These documents have informed this Corporate Plan's outlook to 2027, and our progress against our performance measures and targets for the PBS, Closing the Gap, and this Corporate Plan will be holistically reported in our Annual Report 2024–25.

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2   Commonwealth Closing the Gap Implementation Plan 2024, p 7.

Key Priorities

Development Plan and TSRA Vision

Under the ATSI Act, the TSRA must formulate and implement a plan to improve the economic, social and cultural status of Torres Strait Islanders, and Aboriginal persons, living in the Torres Strait area.

The current Torres Strait Development Plan 2023–2028 was finalised in 2023 and was endorsed by the Minister for Indigenous Australians and gazetted in February 2024. The Development Plan sets out the TSRA's new Vision:

Yumi pasin – yumi Ailan Kastom.
Strong in culture, unified partnerships to achieve a sustainable future

TORRES STRAIT CREOLE & ENGLISH

Ngalpun pawa a danalayg matha kaymel bangal

KALA LAGAW YA

Meriba tonar, merbi gedira tonar a merbi areriba tonar batkapda a bakeli au kelakela beli iako mi kikemem nabakiawar

MERIAM MIR

Ngalpan mina Pawa a Ngalpan mina Igililnga. Ngaru bangal urapun

KALA KAWAU YA

Development Plan *strategy* becomes Corporate Plan *action*

The Torres Strait Development Plan 2023–2028 is the basis of the key activities for this Corporate Plan.

In previous Corporate Plans, TSRA has tied performance measures to activities that are specific to Program Areas. This year, the Development Plan has allowed us to identify synergies between activities and programs and create a whole-of-agency approach to delivery.

The Development Plan contains three strategic priorities which are:

1. Strong Regional Partnerships;
2. Globally Resilient Communities; and
3. Growing Sustainable Economies.

The priorities are supported by ten commitments. The commitments have been mapped against our Portfolio Budget Statement Outcome and Performance Measures and are in alignment. The process was carefully designed to ensure TSRA meets the constitutional obligations contained in our Portfolio Budget Statement. We are confident that embedding and actioning these Development Plan commitments will see the TSRA deliver against our Performance Measures.

TSRA Key Activities 2024–25

The priorities and commitments in the Development Plan covered a wide range of activities. In creating key activities, we drew directly on the commitments of the Development Plan, rearranging them into four related themes. This allowed us to account for the TSRA's structure, and design performance measures that cut across different areas of our organisation. The activities are also mapped against the Closing the Gap Targets to ensure the TSRA can clearly track our progress against them through one efficient mechanism (our Performance Reporting Framework).

Theme 1: Region-wide impact

Key Activity 1.1 Establishing thriving local industries for the Torres Strait through creating business pipelines, supporting tourism and working towards 100% Indigenous ownership of Torres Strait fisheries.

Key Activity 1.2 Enabling and growing a skilled local Indigenous workforce by supporting job pipelines across the region, stimulating business and economic development to expand workforce participation opportunities in new and existing local service delivery.

Key Activity 1.3 Establishing future ready infrastructure by facilitating essential infrastructure investments, promoting sustainable energy infrastructure in the region, and building partnerships to enhance safe and accessible transport for people and goods across the Torres Strait.

Theme 2: Cultural and Community Growth

Key Activity 2.1 Working to strongly reflect culture in the Torres Strait's education, employment and community settings, embedding culture as a social fabric for families and community through supporting festivals and events, and preserving and maintaining cultural links, language and significant sites.

Key Activity 2.2 Protecting our culture, way of life and environment through essential to life infrastructure and environmental resources. Identifying opportunities to protect and preserve our cultural heritage through land and sea care, securing investment to construct and maintain infrastructure that will support climate resilience and adaption, and supporting access to and uptake of reliable renewable energy.

Theme 3:
Indigenous Empowerment and Leadership

Key Activity 3.1 Promoting a unified region with effective leadership by contributing to leadership pathways for community members that centre accountability, communication and culture. Sharing experiences with national and international First Nations partners to enhance governance and benefit the region.

Key Activity 3.2 Enabling leadership and capability in the next generation by advocating for high-quality education across the region, supporting pathways into post-school education and training, and supporting activities that will reduce children being in the child protection system and youth justice system.

Theme 4:
Effective Advocacy

Key Activity 4.1 Advocating for beneficial regional investment by maintaining strategic partnerships with government, non-government organisations and private sector organisations, and using local data and community aspirations to inform investment programs in the region.

Key Activity 4.2 Advocating to increase access to suitable and affordable housing by supporting efforts to increase housing supply, and working to improve environmental health conditions for Torres Strait Islander and Aboriginal people by drawing attention to the impacts of overcrowding and homelessness in our communities.

Key Activity 4.3 Advocating for and supporting Torres Strait Islanders and Aboriginal people to live long, healthy lives by working to increase access to preventative health education, supporting safe communities, improving access to community infrastructure, and supporting information, activities and programs that help to reduce the burden of disease.

Additional priorities for the TSRA in 2024–25

- Commence implementation of the Development Plan, embedding it in our Corporate Planning (this document), Program Plans and Portfolio Budget Statement.

- Work across program areas in a joined-up way, to put maximum organisational effort into Closing the Gap in the Torres Strait Region and deliver tangible and long-lasting impacts for our community.

- Implement the 2024–27 Enterprise Agreement.

- Establish an internal Closing the Gap Working Group.

- Celebrate the TSRA's 30th Anniversary.

Capability

The following sections on our workforce, infrastructure and IT capability highlight the critical work being done by our enabling services areas. Implementing these strategies and plans in our corporate area will provide the TSRA's Program Areas with support on the fundamentals, allowing them to put their focus and energies into delivering our key activities and purpose.

Workforce Capability

Since implementation in 2021, the TSRA's *Torres Strait Islander and Aboriginal Recruitment and Career Development Strategy 2021-2024* (the Strategy) set the foundation for the recruitment, retention and development of our Torres Strait Islander and Aboriginal staff. Development opportunities provided employees the opportunity to build their capabilities to deliver on the TSRA's strategic goals and vision.

TSRA actively works to achieve 100% Indigenous employment.

The TSRA was provided 169 ASL in the 2024–25 Budget. As at 30 June 2024 TSRA has a committed workforce of 153 employees, with 35% working on land and sea management activities on outer islands, 93% in the Torres Strait region and 7% in Cairns.

TSRA Indigenous Workforce

16%

84%

■ Torres Strait Islander and Aboriginal employees
■ Non-Indigenous employees

TSRA is proud to have 84% of its employees identify as Indigenous. Since 2021, when the Strategy was put in place, we have increased the percentage of our workforce who identify as Torres Strait Islander or Aboriginal people from 76% to 84%.

We have exceeded our targets for Indigenous representation at the APS6 and EL1 levels and are progressing towards our EL2 target.

- Our APS6 baseline was 63%, the target was 75% and we have achieved 83%.
- For EL1s our baseline was 21%, our target was 40% and we have achieved 46%.
- For EL2s our baseline was 20%, our target was 50%, and we have achieved 40%.

At all times, TSRA balances the aspiration of 100% Indigenous employment, with ensuring the TSRA Board is supported by employees with the requisite skills and experiences to deliver on the 2023–2028 Development Plan.

TSRA is committed to providing secure work for employees, with career pathways and opportunities for working on country. In mid-2022, only 41% of our employees had secure, ongoing APS roles. Through comprehensive recruitment efforts underpinned by the Strategy, the *Public Service Act 1999* and the recent *Fair Work Act 2009* amendments, 91.5% of our employees were in ongoing roles at 30 June 2024.

Having access to secure, meaningful, work is transformative and increases opportunities for our employees, their families, and their communities. Employees are able to remain connected to their land and sea country, whilst providing meaningful contribution to the Torres Strait economy, culture, and community.

TSRA continues to embed a culturally respectful, motivated workforce.

APS Census results published in November 2023 indicate that levels of job engagement are high, with staff feeling motivated by their contribution to the region. The TSRA vision is to build a strong, high performing and capable workforce through

developing culturally respectful policies that support the development capabilities and attributes that are most highly valued by the TSRA Board and community. The TSRA continues to encourage a workplace that is respectful of culture, encourages personal and professional growth and supports the development of genuine partnerships with other government and community organisations all with the common vision of Closing the Gap across the Torres Strait communities.

TSRA is future focused, providing targeted development initiatives that build the workforce we need.

During the life of the 2024–25 Corporate Plan, TSRA will review our *Torres Strait Islander and Aboriginal Recruitment and Career Development Strategy* to ensure individual career development and advancement plans are supported by targeted professional development initiatives and advancement opportunities. We will focus on building the specific skills and capabilities required to deliver the TSRA Board's strategic outcomes and priorities as described in the Development Plan.

The TSRA has identified the need to develop a workforce capable of providing timely policy advice to the TSRA Board, whilst implementing real solutions that deliver positive outcomes for Torres Strait communities in line with the Closing the Gap targets.

Strategic Commissioning Framework

TSRA defines 'core work' as that which incorporates the work of our program areas and critical corporate support services. Program and Project Management and Service Delivery roles account for over two-thirds of our APS workforce, and cover activities undertaken by our Environmental Management; Culture, Art and Heritage; Economic Development; Fisheries; Infrastructure; Healthy Communities and Safe Communities programs. In the main, our corporate support and finance teams work across Accounting and Finance; Communications and Marketing; ICT and Digital Solutions; and Human Resources job families.

TSRA operates in a very remote, Indigenous community. This presents challenges for the attraction and retention of specialist skills and expertise, notably those supporting strategic policy, finance, engineering and IT roles. These challenges are forecast to continue over the coming years. TSRA will continue to outsource specialist technical advice to support cyber security, engineering and technical, data and scientific research and the provision of legal services on behalf of the Torres Strait Region. This is not considered core work for the TSRA.

In 2024–25, TSRA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. With the addition of 10 ASL in the 24–25 Budget, TSRA will focus on reducing outsourcing of Program and Project Management and Service Delivery work, with an expected reduction of $0.069 million in 2024–25 outsourcing expenditure. We will leverage our contingent workforce to build capacity in our permanent APS workforce as part of their contractual arrangements.

Further work is underway to deliver on the savings, building to $0.647million in net savings by 2027–28.

Infrastructure Capability

The TSRA is located across 16 remote island locations with a small number of staff operating from Cairns. TSRA's property portfolio consists of:

- 31 Office Facilities
- 6 Equipment sheds
- 65 Staff Houses
- 1 heritage listed site.

Of these 103 properties, 76 are owned by the TSRA, 26 are leased from local councils, and 1 is leased from a private provider. Commercial and office facilities on outer islands are leased from the Torres Strait Island Regional Council, with staff housing supplied on Thursday and Horn Islands.

In 2023–24 we engaged a professional service provider to support the TSRA in developing a strategy for the active and efficient maintenance of the TSRA owned facilities and staff housing. TSRA plans to gain efficiencies within the existing funding provided by Government, while being alive to the ever-present challenges of operating in a remote environment.

Over 2024–25, we will manage our property portfolio in a way that more deliberately supports local Indigenous organisations. We will also be ensuring that maintenance and capital improvements are proactively scheduled and appropriately funded. Without a change in the approach to managing our dispersed property portfolio, TSRA may incur additional costs and increases in work, health and safety risks associated with ageing facilities.

IT Capability

The Protective Security Policy Framework (PSPF) administered by the Department of Home Affairs represents better practice for managing information security risk by Corporate Commonwealth Entities. Under the PSPF, the TSRA Board, as the Accountable Authority, has overall responsibility for the protective security of TSRA staff, information, and assets.

TSRA has adopted the PSPF as the best practice approach. Since 2023, TSRA has been working through a rolling schedule of improvements and reforms with the purpose of attaining a maturity level of 2 against all the Australian Cyber Security Centre's Essential Eight mitigation strategies. These improvements continue to adapt to rapid changes in the cyber security environment, informed by advice from information communications technology security advisers and monitoring activities.

All TSRA applications are externally hosted, either through Microsoft or other providers, with the majority of information communications and technology administration undertaken through Microsoft cloud services. This provides TSRA with access to industry best practice cyber security and identity management. However, this is not the case for all applications.

TSRA is progressively reviewing legacy systems and applications to either upgrade or replace and then host on reputable and secure cloud services. These legacy systems are identified and monitored as part of our ICT Risk Register.

In 2023–24 all TSRA officers were connected to Starlink to support the TSRA in implementing appropriate business continuity measures. Starlink works in addition to Telstra services, so TSRA can provide a secondary internet and mobile service connection for Thursday Island and the outer islands. This has significantly improved connectivity and reduced downtime during extreme weather events and supported the management of periodic terrestrial phone and internet outages. This important step change addressed historic connectivity issues faced by TSRA.

However, there is more work to do. In 2024–25 TSRA will focus on:

- Removing and addressing cyber vulnerabilities across externally hosted systems;

- Complementing the roll out of Starlink by putting in place appropriate power back up across all sites to improve the resilience of TSRA business systems to power disruptions;

- Review and document TSRA's information management risks; and

- Implement a new Cyber Security Policy, supported by staff training and awareness sessions.

Risk Oversight and Management

The TSRA engages with risk responsibly, using appropriate assessment to consider potentially beneficial initiatives. Our engagement with risk also reflects our commitment – and fundamental purpose – to Close the Gap. The TSRA acknowledge that bold action is required to achieve real change for communities within the Torres Strait area.

As the Productivity Commission found in the Review of the National Agreement on Closing the Gap, Study report, volume 1:

> **Governments have not fully grasped the scale of change required to their systems, culture, operations and ways of working to deliver the unprecedented shift they have committed to in the Agreement. Without this change, the objective of the Agreement – to overcome the entrenched inequality faced by too Aboriginal and Torres Strait Islander people so that their life outcomes are equal to all Australians – is unlikely to be achieved[3].**

To support this 'unprecedented shift', the TSRA will capitalise on opportunities and encourage innovative practice in support of our purpose.

Risk management arrangements

As a Corporate Commonwealth Entity, the TSRA's risk management practice is aligned to the Commonwealth Risk Management Policy. Our approach to risk is guided by our Accountable Authority Instructions, issued by the TSRA Board, and operationalised in the TSRA Risk Management Policy. Our risk management framework is aligned with AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines.

The goal of risk management in the TSRA is to ensure that we appropriately balance two outcomes:

1. the need to take bold and innovative action to Close the Gap, taking action to use government resources efficiently, effectively, ethically and economically; and

2. delivering action in a way that is culturally respectful and safe for employees, stakeholders and community.

Risk governance

The TSRA Board receives quarterly reporting on our enterprise risks (on next page), including trend analysis, mitigation effectiveness, and proposed treatments to respond to changes in the TSRA's operating environment. Any risks rated as 'extreme' require Board oversight according to our risk management policy.

The TSRA Audit Committee, comprised of an Independent Chair and four Board Members, oversee risk management. Working with our internal auditors and the Australian National Audit Office (ANAO), the Audit Committee guide process improvements, make recommendations and ensure progress against agreed actions. The Audit Committee also provides independent assurance to the TSRA Board on matters relating to financial reporting, performance reporting, and internal control. The Audit Committee reports to the TSRA Board on a quarterly basis, and any concerns with risk management are raised for Board consideration.

All staff, regardless of level, are responsible for identifying, assessing, reporting and managing risk. A positive risk culture promotes a proactive approach to risk. The TSRA is committed to improving its risk culture and capability, including through conducting risk management training.

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3 Productivity Commission 2024, *Review of the National Agreement on Closing the Gap*, Study report, volume 1, Canberra, pp 8-9.

TSRA identifies high risk exposures and has taken steps to properly manage these through regular reporting to the TSRA Board. The Chief Executive Officer ensures effective risk management is integrated into all aspects of our activities (planning, operational and monitoring/ reporting activities), with significant program risks brought to the Programme Steering Committee for oversight and effective management. Our risk management policy also guides employees in their effective assessment, treatment, and reporting of risk.

Enterprise-wide risks

Enterprise risk and impact	Management strategies
Failure to ensure the effectiveness of programs to the Torres Strait region	▪ Regular program and project monitoring and reporting ▪ Budget and expense monitoring and reporting ▪ Internal audits ▪ Grant framework ▪ Reporting on short and long-term implications, enabling informed decision making earlier
Failure to adequately improve the capability of staff to achieve the purpose and vision of the TSRA	▪ Workforce and succession planning ▪ Professional development and training opportunities ▪ Study assistance support
Unable to respond effectively to emerging priorities or changes to the operating environment	▪ Support a culture of innovation and encourage positive engagement with risk ▪ Continuous improvement through feedback mechanisms ▪ Ensure ongoing positive stakeholder engagement
Failure to engage effectively with key stakeholders and communities resulting in the loss of trust and confidence in the TSRA	▪ Cultural competency training opportunities for TSRA employees ▪ Appropriate community engagement processes ▪ Feedback mechanisms in place from communities ▪ Communication and media strategies
Reputational damage due to failure or misuse of assets and resources	▪ Financial, asset and credit card policies ▪ Recruitment policy and pre-employment personnel checks
Funding changes or project over- expenditure results in resourcing constraints and reduction opportunities	▪ Maintain strong government relations ▪ Budget and expense reporting including robust project management and costing tools ▪ Investment policies and procedures
Unsafe work environment or security incident impacts staff safety and wellbeing	▪ Work Health and Safety (WHS) policy and procedures – incident and risk management ▪ WHS committee ▪ WHS audit and checks ▪ Training and education
ICT interruption or data compromise	▪ ICT security policies and procedures ▪ Business Continuity Plans ▪ Cyber security risk mitigation and compliance with Australian Cyber Security Centre standards
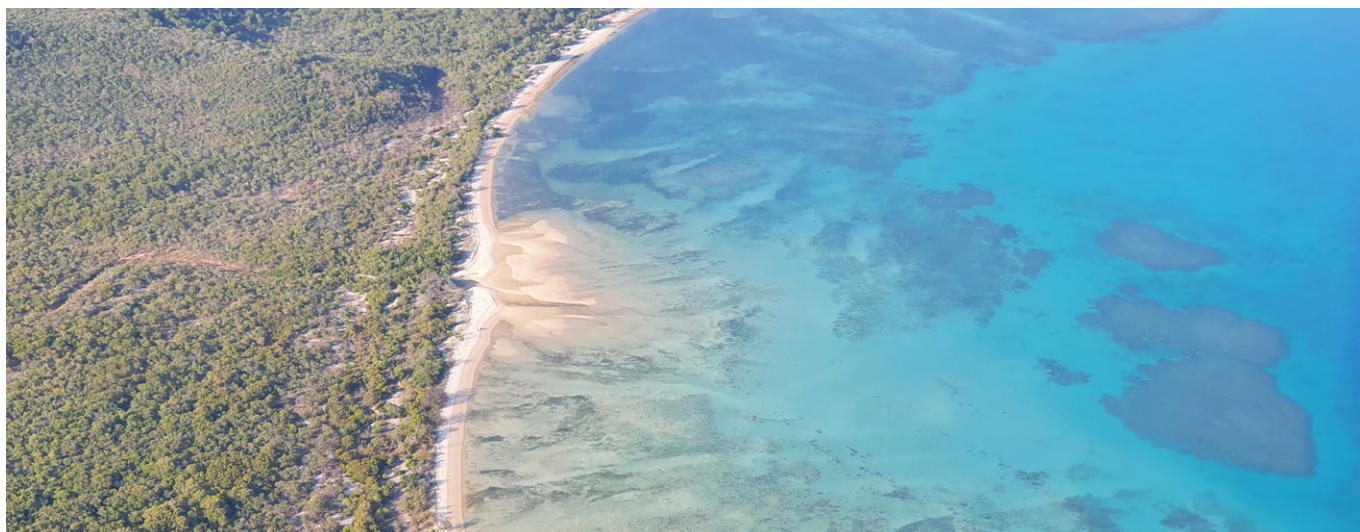
Cooperation

As we operate in one of the most remote parts of Australia, the TSRA relies on strong cooperation with other organisations to advance our agenda, within the Torres Strait, and outside our region. The TSRA has identified that the following stakeholders are expected to make significant contributions to achieving our purposes through cooperation.

At the Commonwealth Government level, we maintain close links with the National Indigenous Australians Agency (NIAA), for corporate and parliamentary reporting support. NIAA is also a critical partner as it funds our Indigenous Ranger Program, which employs approximately one-third of our workforce, and allows TSRA to make a tangible difference to caring for land and sea country.

To support Closing the Gap Priority Reform Three – transforming government organisations – we will continue to grow our relationship with our lead portfolio agency, the Department of the Prime Minister and Cabinet. This will allow us to amplify Torres Strait Islander voices at the highest levels of the APS, and to allow other Commonwealth agencies to benefit from hearing about TSRA employees' lived experiences.

As a member of the Protected Zone Joint Authority (PZJA), TSRA works collaboratively with the Australian Fisheries Management Authority, the Commonwealth Department of Agriculture, Forestry and Fisheries, and the Queensland Department of Agriculture and Fisheries to manage the Torres Strait Protected Zone Fisheries. This body is responsible for management of commercial and traditional fishing in the Australian area of the Torres Strait Protected Zone (TSPZ) and designated adjacent Torres Strait waters.

The TSRA partners with the Department of Climate Change, Energy, the Environment and Water on climate initiatives, biosecurity action, dugong and turtle management, coral health, and the Statement of Environment reporting.

TSRA cooperates with several Queensland Government agencies, including the Department of Housing, Local Government and Planning through our major infrastructure and seawalls programs, and the Department of Tourism and Sport under a Memorandum of Understanding to support healthy lifestyles in our region. We also work with Health and Wellbeing Queensland through TSRA's involvement in the Gather + Grow Remote Food Security Strategy 2023–2032 and our presence on the Gather + Grow Action Plan 2023–26 working group to deliver on actions.

In December 2023 TSRA entered a historic Memorandum of Understanding (MOU) with Community Enterprise Queensland (CEQ) to enhance community living in the Torres Strait region. The new three-year MOU solidifies the commitment of TSRA and CEQ to collaborate effectively in achieving the shared goal of promoting healthy communities as we strive to enhance community access to fresh and healthy foods.

TSRA works closely with the three local councils in our region, the Torres Shire Council, the Torres Strait Island Regional Council, and the Northern Peninsula Area Regional Council, in fulfilling our role to support and coordinate the development of essential environmental health infrastructure across the Torres Strait region. Our role extends to securing funding for an infrastructure delivery pipeline through a long-standing co-contribution arrangement with the Australian and Queensland Governments via the Major Infrastructure Program (MIP).

TSRA also negotiates and facilitates the delivery of the Torres Strait Seawalls program in partnership with the Torres Strait Islands Regional Council to deliver urgent coastal works for island communities. The program is jointly funded by the Australian and Queensland Governments.

TSRA has partnered with Indigenous Business Australia, forming a community of practice to share knowledge and insights between our corporate teams. We are also working to transfer some of our financial services to IBA, as they can offer more competitive products to our client base.

We support and sponsor local Torres Strait Islander and Aboriginal people, including women and youth, to build leadership and development skills through our partnership with the Australian Rural Leadership Program and other leadership programs.

TSRA also maintains strong links with the community sector in the Torres Strait as a grant funding partner. Activities we support include arts and culture, land and sea management, language preservation, community safety initiatives, media and communications, sport and recreation, and local leadership.

Our Performance

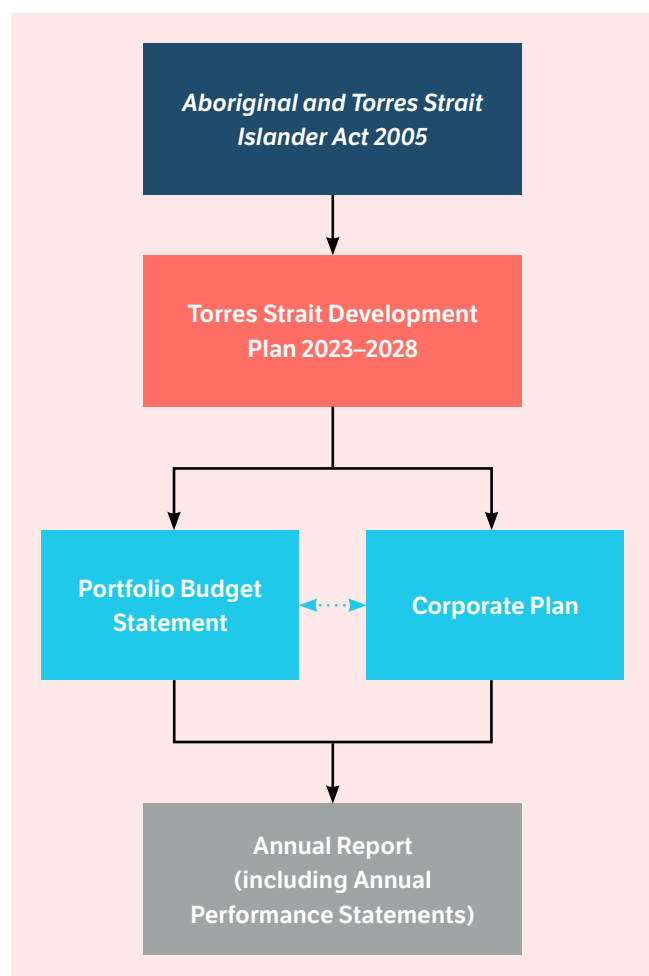The performance information published in this plan is underpinned by the TSRA's performance framework, which is based on requirements under the PGPA Act and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and approved by the Audit Committee. The performance framework reflects our ongoing commitment to transparency, accountability and continuous review and improvement.

Performance Measures

The Corporate Plan 2024–25 is the TSRA's primary planning document. It sets out our purpose, operating context and key activities, and outlines how we are working together to deliver our purpose, within the following framework:

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│  Aboriginal and Torres Strait   │
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│   Torres Strait Development      │
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│   Performance Statements)        │
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- the Torres Strait Development Plan 2023–2028, the strategic guide for our activities set by the TSRA Board;

- our Portfolio Budget Statement, which centres our activities on Closing the Gap for Torres Strait Islander and Aboriginal people in the Torres Strait;

- our Corporate Plan;

- integrated Program Plans that flow from the Corporate Plan and identify individual program activities and address key program delivery risks and mitigations;

- performance agreements between program managers and team members that draw on the applicable program plan and this Corporate Plan when setting performance targets; and

- our Annual Report where we demonstrate how we delivered on our purpose and key activities as set out in this plan.

Together, these activities and documents provide transparency as to the TSRA's overall role and responsibilities.

Measuring our performance

The TSRA's performance results and analysis will demonstrate how we are delivering on our purpose and provide accountability to the public and the Parliament. The performance information listed in our Corporate Plan is monitored by the TSRA Board, our Audit Committee, and the Program Steering Committee. We report on our performance annually in the annual performance statement within the annual report.

This section outlines the key activities we will undertake, what we expect to achieve, and how we will measure our performance against our purpose for 2024–25 and over the 4-year outlook.

Our performance measures and targets are reviewed annually and revised as required. In this 2024–25 plan, the TSRA has completely reviewed our performance measures, to ensure our activities align with the Torres Strait Development Plan 2023–2028. We have applied the Plan's strategic priorities to the design of our programs, activities and outcomes (discussed in detail in the Key Priorities section). In adjusting our performance activities, we have kept our focus on the Board's three enablers: community engagement, partnerships and capability.

Our performance measures

The TSRA operates all our programs under a single PBS outcome statement, which is:

> **Progress towards Closing the Gap for Torres Strait Islanders and Aboriginal people living in the Torres Strait Region through development planning, coordination, sustainable resources management and preservation and promotion of indigenous culture.**

To reflect this outcome and the priorities of the Development Plan, TSRA is taking a wholistic approach to its performance targets. Linked activities have been grouped into four themes. Linking targets across program areas will support efficient delivery and increase opportunities to build organisational capability through information sharing and cross skilling.

The TSRA's performance measures for 2024–25 to 2027–28 follow. All key activities relate to our Outcome Statement, and the tables show the relationship between performance measures, targets and Closing the Gap. The combined result for each activity will then be rated as follows:

Rating category	Definition
Achieved	The performance measure and/or target was successfully achieved.
Substantially achieved	The achieved result was within 15% of the target or was achieved in full but not within the target timeframe.
Partially achieved	The result was within 25% of the target.
Not achieved	The performance measure and/or target was not achieved.
Baseline	A baseline for measuring achievement was established during the reporting period.

Note:

- Where there are multiple targets for one performance measure, the results of each component will be reported individually. We will collect achievement information against each measure, and expect to provide collated results by Activity in our 2024–25 Annual Report.

- Each performance measure will be given equal weight when determining the level of achievement for the Activity as a whole.

- Where establishing a baseline for certain performance measures should not materially impact the achievement of an Activity as a whole, the individual target will be weighted as zero.

Program Theme: Region-wide impact

Key Activity 1.1 — **Establishing thriving local industries for the Torres Strait through creating business pipelines, supporting tourism and working towards 100% Indigenous ownership of Torres Strait fisheries.**

These activities will impact Closing the Gap Targets 7, 8 and 15.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
1.1.1 Investigate opportunities for existing cultural practitioners/artists/business to pivot towards, or further expand, to capture creative arts and tourism markets	Three new activities and experiences are identified for development	Output – analysis of program data	✔	✔	✔	✔
1.1.2 Provide holistic business/tourism/marketing support to develop identified creative arts and tourism opportunities	Two per year, drawn from previous year's pool of identified activities	Qualitative and quantitative analysis of support provided	[4]	✔	✔	✔
1.1.3 The WAPIL 2 Project implementation increases business, income and employment opportunities in the fishing industry	WAPIL 2 project milestones and training targets within TSRA's control are met Establish baseline	Qualitative analysis of WAPIL 2 project data	✔	✔	✔	✔
1.1.4 Impactful advocacy for 100% Indigenous ownership of the Torres Strait Tropical Rock Lobster fishery	TSRA Chair and Board have contact with relevant Ministers at least 4 times per year to promote the case for 100% ownership	Quantitative analysis of written submissions, meeting minutes and other contacts	✔	✔	✔	✔
1.1.5 Maintain 100% Indigenous ownership of the Torres Strait finfish fishery	100% ownership	Provision of Australian Fisheries Management Authority (AFMA) ownership data	✔	✔	✔	✔
1.1.6 Transition of ownership and management of TSRA-owned fisheries assets to locally owned and operated business structure	Successful collaboration with Protected Zone Joint Authority (PZJA) agencies to support transition including meeting all legal, policy and administrative requirements	Output analysis of PZJA agencies and members support Output of legal and policy advice in support of the transition[5]	✔[6]			

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4   Measure to commence in 2025–26.

5   Our current PBS has this transition as a TSRA activity, however, transition will require PZJA agreement and possible legislative change. TSRA cannot control this outcome and aims to include a measure within our control in our PBS statement for 2025–26.

6   As PBS measure to be reviewed, we do not anticipate carrying this particular performance measure forward.

Program Theme: Region-wide impact

Key Activity 1.2 **Enabling and growing a skilled local Indigenous workforce by supporting job pipelines across the region, stimulating business and economic development to expand workforce participation opportunities in new and existing local service delivery.**

These activities will impact Closing the Gap Targets 6, 7 and 8.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
1.2.1 Creative artists have a TSRA-sponsored forum to display and sell their work or develop their skills	Exhibitions, workshops and performances are facilitated by TSRA each year Establish baseline	Quantitative examination of exhibitions, workshops and workshop participants	✔	✔	✔	✔
1.2.2 YouSabe business training develops participants' business acumen and awareness of available tools and resources	40 participants commence course per year 80% of participants complete course	Quantitative – participant attendance records	✔	✔	✔	✔
1.2.3 Local businesses are supported to attend external business workshops and other economic development opportunities	5 businesses supported per year	Quantitative – TSRA administrative data on support provided	✔	✔	✔	✔
1.2.4 Provision of Business Growth and Mini Business Growth packages enable locally owned business to expand	2 packages provided	Quantitative – package provision records	✔[7]			
1.2.5 TSRA Indigenous Rangers complete nationally recognised qualifications	20 rangers complete course at Certificate II or III in Natural Resource Management or similar accredited training	Quantitative – training data records	✔	✔	✔	✔
1.2.6 'Growing our Own' and 'Maritime Pathways Program' continue	Funding support for providers continues	Quantitative – SmartyGrants and other administrative records	✔	✔	✔	✔
1.2.7 Business mentoring supports the creation/growth of Torres Strait businesses	6 people mentored	Quantitative – mentoring records	✔	✔	✔	✔
1.2.8 TSRA maximises opportunities for Indigenous businesses to maintain TSRA-owned facilities	Indigenous businesses engaged by TSRA	Qualitative analysis of prospective contract data	✔	✔	✔	✔

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7   Business Growth and Mini Business Growth packages are specifically mentioned in our PBS. TSRA will attempt to broaden this measure for 2025–26.

Program Theme: Region-wide impact

Key Activity 1.3 **Establishing future ready infrastructure by facilitating essential infrastructure investments, promoting sustainable energy infrastructure in the region, and building partnerships to enhance safe and accessible transport for people and goods across the Torres Strait.**

These activities will impact Closing the Gap Targets 1 and 8.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
1.3.1 TSRA-controlled / funded infrastructure projects reflect community needs and aspirations	Local consultation occurs for all projects and informs project outcomes	Qualitative analysis of project planning documentation				
	Partnership with Qld Department of Tourism and Sport delivers minor 'healthy lifestyle' infrastructure in Torres Strait Region (for example shade/ weather cover over basketball courts) Establish baseline	Quantitative – count of projects scoped and/or delivered	✔	✔	✔	✔
1.3.2 WAPIL 2 project delivers appropriate cold storage and transport logistics for expanded fishing industry	As per WAPIL 2 project plan	Qualitative analysis of project planning documentation	✔	✔	✔	✔
1.3.3 Implementation of the RIAC action plan	Implementation	Qualitative analysis of RIAC projects implemented[8]	✔	✔	✔	✔
1.3.4 Development of Regional Economic Investment Strategy Phase 2 (REIS 2)	Design of REIS 2	Output – REIS 2 strategy document	✔[9]			
1.3.5 Implementation of Regional Economic Investment Strategy phase 2	Delivery of REIS2 activities in line with the Strategy Establish baseline in 2025–26	N/A in 2024–25		✔	✔	✔

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8   TSRA does not control this committee and aims to reframe this performance measure for our 2025–26 PBS statement.

9   This output expected to be delivered by the end of 2024–25, so further measurement will be unnecessary.

Program Theme: Cultural and Community Growth

Key Activity 2.1 **Working to strongly reflect culture in the Torres Strait's education, employment and community settings, embedding culture as a social fabric for families and community through supporting festivals and events, and preserving and maintaining cultural links, language and significant sites.**

These activities will impact Closing the Gap Targets 15 and 16.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
2.1.1 TSRA provides grant opportunities to enhance, preserve and promote Torres Strait Islander culture through festivals and events and activities such as language capture and preservation	At least 10 grants	Quantitative and qualitative analysis of SmartyGrants data	✔	✔	✔	✔
2.1.2 Torres Strait Islander and Aboriginal peoples' cultural heritage is preserved through TSRA facilitation of cultural (art, culture, language, music, dance and other) workshops, events and activities	At least 6 workshops, events and activities	Quantitative – count of workshops, activities and events delivered	✔	✔	✔	✔
2.1.3 Torres Strait Islander and Aboriginal artists are showcased nationally and internationally	Maintain/increase the number of artists, arts centres and arts cooperatives supported to exhibit at regional, national and international events	Quantitative – analysis of Artist Register and other support activities	✔	✔	✔	✔
	TSRA support provided to local Art Centres	Qualitative analysis of SmartyGrants data and in kind support provided				
2.1.4 Torres Strait Islander and Aboriginal peoples' traditional languages are spoken and protected	Support for the Torres Strait Traditional Languages Centre is maintained	Qualitative analysis of SmartyGrants data, secretariat support and other activities				
	TSIMA grant supports local media production (radio programs) broadcasting in Torres Strait Islander and Aboriginal languages	Qualitative review of SmartyGrants reporting on broadcasts in traditional language	✔	✔	✔	✔

Program Theme: Cultural and Community Growth

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
2.1.5 TSRA Team maintains support for Indigenous Protected Areas (IPAs), and works with community and Government to expand areas, where appropriate	3 sites remain IPAs Where community support strong, and grant funding obtained from government sponsors, look to expand IPAs	Quantitative measuring of IPA areas and total area protected Qualitative analysis of expansion activities (e.g. community and Traditional Owner Expressions of Interest, IPA committee meetings and government funding applications)	✔	✔	✔	✔
2.1.6 TSRA supports cultural preservation through site maintenance, Traditional Ecological Knowledge collection, repatriation of ancestral remains, cultural artefacts and digital materials (e.g. recordings and photographs), and protection of cultural knowledge	Relevant activities conducted in line with Ranger Work Plans (target 90% delivery) At least 2 repatriation and cultural knowledge protection activities and/or projects undertaken	Qualitative and quantitative analysis of NIAA reporting and other LSMU data Analysis of Culture, Art and Heritage program activities and data	✔	✔	✔	✔

Program Theme: Cultural and Community Growth

Key Activity 2.2 | **Protecting our culture, way of life and environment through essential to life infrastructure and environmental resources. Identifying opportunities to protect and preserve our cultural heritage through land and sea care, securing investment to construct and maintain infrastructure that will support climate resilience and adaption, and supporting access to and uptake of reliable renewable energy.**

These activities will impact Closing the Gap Targets 1 and 15

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
2.2.1 Land, Sea and Resource Management activities are informed by and carried out in accordance with, the *TSRA Land and Sea Strategy 2016-2036*	>90% percent of projects align with the Land and Sea Strategy	Qualitative analysis of Land and Sea Management Unit (LSMU) workplans, including Ranger activities	✔	✔	✔	✔
2.2.2 Ranger Community Management Plans exist and are achieving annual service targets	14 community plans maintained >90% completion of ranger workplan activities	Quantitative and Qualitative analysis of LSMU data and NIAA reporting	✔[10]			
2.2.3 Preservation of natural and culturally significant resources such as Dugong and Turtle	Incorporate Dugong and Turtle actions into 14 community plans Rangers conduct at least one Dugong and Turtle education activity on each island/ year	Quantitative – count of current plans Quantitative – count of education activities recorded in ranger reporting	✔	✔	✔	✔
2.2.4 TSRA-led submissions, advice and representations to government (any level) on opportunities and funding for climate change adaption and renewable energy infrastructure	At least 4 contacts per year	Quantitative – analysis of TSRA administrative data	✔	✔	✔	✔
2.2.5 Establishment of the Torres Strait and Northern Peninsula Area Climate Resilience Centre to enable a coordinated regional response to better prepare for the impact of climate change across the region	Participating fully in DCCEEW-led stakeholder engagements and providing local expertise as requested	Quantitative – count of meetings attended	✔[11]			

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10 Ranger community-based management plans are specifically mentioned in our PBS. TSRA will attempt to broaden this measure for 2025–26.

11 The current PBS has establishing the Centre as a TSRA activity. However, DCCEEW has the lead in practice. TSRA cannot control this outcome and aims to remove this performance measure from our PBS statement for 2025–26.

Program Theme: Indigenous Empowerment and Leadership

Key Activity 3.1 **Promoting a unified region with effective leadership by contributing to leadership pathways for community members that centre accountability, communication and culture. Sharing experiences with international and national First Nations partners to enhance governance and benefit the region.**

These activities will impact Closing the Gap Targets 5, 6 and 17.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
3.1.1 The Development Plan 2023–28 delivers on the Board's aspirations for the region	The Development Plan is embedded in the TSRA's Corporate Plan 2024–25 and Portfolio Budget Statement 2025–26	Output – this plan and the 2025–26 PBS	✔	✔	✔	✔
	Implementation of the Development Plan 2023–2028 is reported to the TSRA Board at each Board meeting and is reviewed annually	Qualitative analysis of Board papers and minutes				
3.1.2 Partner with the Australian Electoral Commission to educate communities on TSRA Board nominations, election processes and outcomes	At least one session held, and written documentation provided	Output – session materials	✔[12]			
3.1.3 Working to enhance TSRA's role in the broader Region, and working productively with the First Nations Ambassador, participating in bi-lateral meetings on the Torres Strait Treaty	One meeting with First Nations Ambassador	Output – TSRA administrative data	✔	✔	✔	✔
	Attending annual Bilateral Treaty meetings with PNG	Output – TSRA administrative data				
	Explore possibility of a Ranger Exchange between Torres Strait and southern PNG Rangers	Qualitative analysis of progress				

Key Activity 3.1 continued over the page

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12 This output will be delivered before November 2024. The next Board election will fall in 2028, outside the scope of this plan, so further measurement will be unnecessary.

Program Theme: Indigenous Empowerment and Leadership

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
3.1.4 TSRA invests in funding leadership pathways for established and emerging leaders through creating leadership courses, sponsoring university and school activities, and maintaining a partnership with the Australian Rural Leadership Foundation (ARLF)	1 x leadership workshop	Output – TSRA administrative data	✔	✔	✔	✔
	2 x school leadership support grants	Qualitative – analysis of SmartyGrants data				
	At least 1 annual ARLF Rural Leadership Program participant	Qualitative – TSRA administrative data				
	Partner with ARLF to evaluate the success of TSRA sponsoring ARLP participants since 2008	Qualitative analysis of evaluation results				
3.1.5 The TSRA Board is prepared to address the challenges of leading the organisation	Comprehensive induction for Board members elected in November 2024	Output – TSRA administrative data	✔[13]			
3.1.6 TSRA Board provides direction and drives outcomes in line with the Development Plan	Annual professional development for Board members	Qualitative analysis – TSRA administrative data	✔	✔	✔	✔
3.1.7 The TSRA and local community are well represented on the Protected Zone Joint Authority (PZJA) and PZJA Committees during decision-making on the future of the fishery	Recommendations by the Traditional Inhabitant Boat (TIB) licence-holders sector (prepared by the TSRA on TIB advice) are presented to the PZJA	Output – PZJA meeting data	✔	✔	✔	✔
3.1.8 The Fisheries Advisory Committee (FAC) provides effective advice to the TSRA Board on fisheries matters	Establish baseline	Qualitative analysis of advice provided by FAC and recommendations adopted by Board	✔	✔	✔	✔

13 This output will be delivered in 2024–25. The next Board election will fall in 2028, outside the scope of this plan, so further measurement will be unnecessary.

Program Theme: Indigenous Empowerment and Leadership

Key Activity 3.2 **Enabling leadership and capability in the next generation by advocating for high-quality education across the region, supporting pathways into post-school education and training, and supporting activities that will reduce children being in the child protection system and youth justice system.**

These activities will impact Closing the Gap Targets 5, 6, 7, 11, 12 and 14.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
3.2.1 Torres Strait-based students have access to a high-quality education	Productive engagement with all local schools and advisory groups on need	Qualitative – TSRA administrative data recording meetings				
	Preparing submissions and funding requests for government to support equitable access to education	Qualitative – TSRA administrative data on submissions and other data	✔	✔	✔	✔
3.2.2 Advocate improved child protection outcomes through working groups, intergovernmental meetings, community engagement and written submissions	At least 6 meetings and 2 submissions	Qualitative and quantitative assessment of TSRA administrative data	✔	✔	✔	✔
3.2.3 A regional approach to holistic youth support exists	Develop an Inner Islands youth strategy	Output – strategy document	✔[14]			
3.2.4 Advocate for early intervention and other alternatives to incarceration to reduce the number of Torres Strait Islander and Aboriginal children in the youth justice system	At least 2 evidence-based approaches made to government	Count of submissions and engagements	✔	✔	✔	✔

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14 This output expected to be delivered by the end of 2024–25, so further measurement will be unnecessary.

Program Theme: Effective Advocacy

Key Activity 4.1 **Advocating for beneficial regional investment by maintaining strategic partnerships with government, NGOs and private sector organisations, and using local data and community aspirations to inform investment programs in the region.**

These activities will impact Closing the Gap Targets 7, 8, 15 and 17.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
4.1.1 TSRA maintains strategic partnerships in community, and with NGOs, tertiary and other research institutions, the private sector, and others	Maintain/increase number of impactful MOUs, and maintain/increase number of stakeholder engagements Establish baseline	Qualitative and/or quantitative analysis, depending on activities undertaken	✔	✔	✔	✔
4.1.2 TSRA maintains strategic relationships across State and Federal governments to support effective advocacy	Coordinated annual advocacy to relevant State and Federal ministers and shadow ministers (2 minimum) Engagements with State (Cook) and Federal (Leichardt) members 2 times per year Regular meetings with department officials at each level	Qualitative and quantitative analysis of activities and results Quantitative measure of meetings, qualitative measure of topics Output – meetings and topics discussed recorded	✔	✔	✔	✔
4.1.3 TSRA maintains strategic relationships with Torres Strait Island Regional Council (TSIRC), Torres Shire Council (TSC) and Northern Peninsula Area Regional Council (NPARC) to achieve shared goals and objectives	MOUs established with each council	Output – MOU documents	✔	✔	✔	✔
4.1.4 Data and evidence supports strategic decision-making and reporting against Closing the Gap targets	Development of data library and Closing the Gap reporting framework	Output – delivery of data library	✔	✔	✔	✔

Program Theme: Effective Advocacy

Key Activity 4.2 **Advocating to increase access to suitable and affordable housing by supporting efforts to increase housing supply, and working to improve environmental health conditions for Torres Strait Islander and Aboriginal people by drawing attention to the impacts of overcrowding and homelessness in our communities.**

These activities will impact Closing the Gap Targets 1, 2, 4, 5, 6, 9, 10, 11, 13, 15 and 17.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
4.2.1 The Torres Strait is effectively represented at local/state/national hearings and inquiries, etc, through evidence-based submissions and involvement on matters of housing and homelessness, health, education, community safety, regional connectivity, water security, energy security, climate adaptation, regional resilience and other matters of interest	Establish baseline of activity across TSRA	Quantitative and qualitative identification and analysis of activities	✔	✔	✔	✔
4.2.2 Supporting home ownership by offering home loans and brokerage services	1 loan per year	Quantitative – loan records	✔	✔	✔	✔
4.2.3 Exploration of alternative housing funding models and engagement with service agencies	1 alternative housing model explored	Output – housing model research document	✔	✔[15]		

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15 This output expected to be delivered by the end of 2025–26, so further measurement will be unnecessary.

Program Theme: Effective Advocacy

Key Activity 4.3 **Advocating for and supporting Torres Strait Islanders and Aboriginal people to live long, healthy lives by working to increase access to preventative health educations, supporting safe communities, improving access to community infrastructure, and supporting information, activities and programs that help to reduce the burden of disease.**

These activities will impact Closing the Gap Targets 1, 2, 4, 10, 11, 12, 13, 14, and 17.

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
4.3.1 Effectively advocating for people living in the Torres Strait region to have access to healthy and affordable food, safe drinking water, and appropriate housing	Maintain MOUs and partnership arrangements Participate in relevant working groups, steering committees and intergovernmental forums including the NIAA Remote Food Security Working Group and Health and Wellbeing Queensland Gather and Grow Steering Committee Establish baseline	Output – MOUs and partnerships exist Qualitative analysis of attendance at meetings, forums and topics discussed	✔	✔	✔	✔
4.3.2 Effective engagement on, advocacy for, and monitoring of, health system reforms impacting the Torres Strait and NPA	Representation at Board or Administration level on relevant working groups, steering committees and intergovernmental forums Ad hoc strengthening of existing stakeholder relationships	Quantitative assessment of TSRA involvement in meetings, forums, etc Qualitative analysis of relationship-building outcomes	✔	✔	✔	✔
4.3.3 Torres Strait Region healthy community initiatives are supported through TSRA grants	Grant funding of at least $1.2m is made available[16] to support community initiatives through a. 1 specific grant round (not ad-hoc) conducted across Torres Strait Region b. Identified grant opportunities arising through partnerships in MOUs are considered for funding c. Ad hoc opportunities	Quantitative and qualitative review of SmartyGrants and MOU data	✔	✔	✔	✔

Key Activity 4.3 continued over the page

16 Depending on the merit of grant applications received, actual funding provided may be lower than the amount allocated.

Program Theme: Effective Advocacy

Performance Measure	Target	Methodology & data source	2024–25	2025–26	2026–27	2027–28
4.3.4 Funding is provided to community organisations working to improve youth, family, justice or aged care outcomes	At least three organisations supported to continue operating	Quantitative review of SmartyGrants data	✔	✔	✔	✔
	Targeted capacity building for grantees in line with grant agreements	Qualitative review of SmartyGrants data				
4.3.5 Culturally appropriate legal services are available and accessible within the Torres Strait Region	Implementation and performance monitoring of core legal services and Prevention, Intervention and Community Legal Education (PICLE) services	Output (contracts awarded) and qualitative analysis of contract reporting requirements	✔	✔	✔	✔
4.3.6 Support a whole-of-region approach to domestic and family violence in order to lobby for an increase to prevention, early intervention and service delivery resources	Development and finalisation of a strategy to prevent family, domestic and sexual violence	Output – strategy document	✔	✔	✔	✔
	At least 2 formal approaches to government for additional investment (1 x State and 1x Federal)	Quantitative analysis of TSRA administrative data				