



Australian Government



TSRA

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Corporate Plan 2025-26



Corporate plans are a requirement under section 35 of the *Public Governance, Performance and Accountability Act 2013*. The Torres Strait Regional Authority 2025-26 Corporate Plan 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 2025-26.

Distribution

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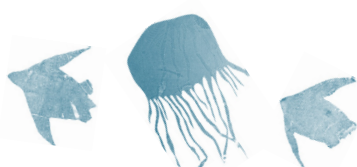
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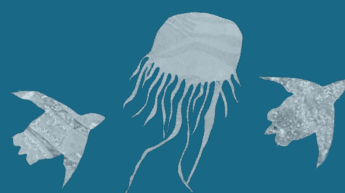
The document must be attributed as the Torres Strait Regional Authority Corporate Plan 2025-26.





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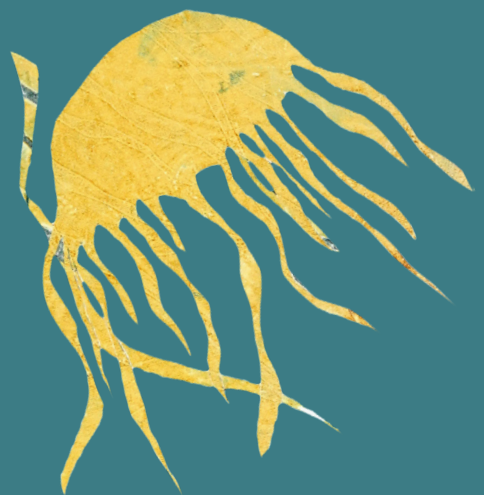


Acknowledgement of Country

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.



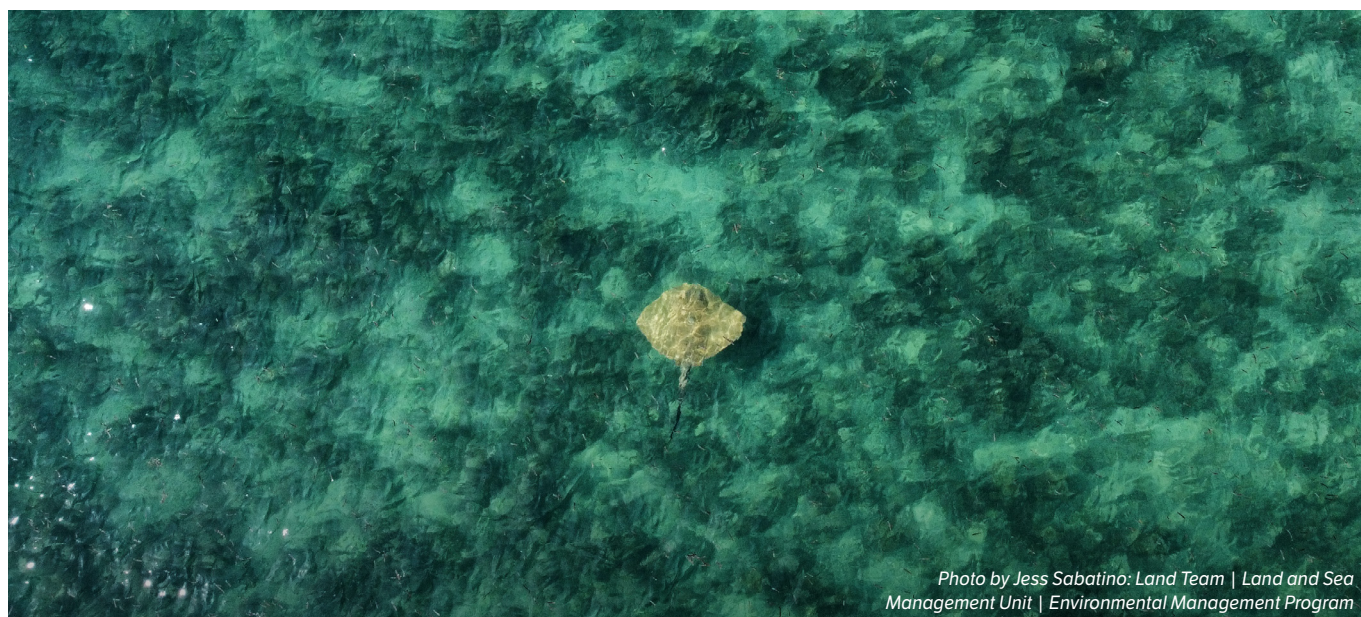


Photo by Jess Sabatino: Land Team | Land and Sea Management Unit | Environmental Management Program

Introduction

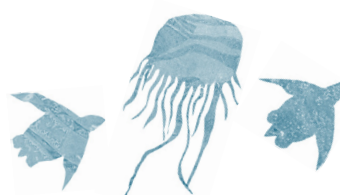
I am pleased to present the Torres Strait Regional Authority (TSRA) Corporate Plan 2025–26.

As the TSRA Chairperson, I am proud to lead TSRA as the lead Commonwealth agency for First Nations 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. TSRA is an active leader in regional affairs, including our deep ties with key Commonwealth partners, local councils and out grass roots community members. We continue to work within all levels of government in pursuit of regional objectives and Closing the Gap for our people.

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 (ATSIA Act).

Through the delivery of our 2025-26 Corporate Plan, we focus actions towards our refreshed vision, purpose and strategic focus areas to align with the Torres Strait Development Plan 2023–28 to realise our ambition.



Statement of Preparation

I, on behalf of the accountable authority of the Torres Strait Regional Authority - the TSRA Board - present the 2025-26 TSRA Corporate Plan, which covers the periods of 2025-28, 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 2023-28, prepared as required by section 142D of the *Aboriginal and Torres Strait Islander Act 2005*.

George Nona
Chairperson
Torres Strait Regional Authority
27 June 2025



Period of coverage

This Corporate Plan is prepared for the reporting period 2025-2026 and covers the four reporting periods 2025-2029.

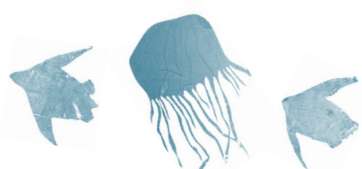


Torres Strait Regional Authority Board Members

Back Row: Simi Guise, Nixon Mye, Bob Kaigey, Jack Matthew, David Nona

Middle Row: Damien Elu, Phillemon Mosby, Dimas Toby, Simon Naawi, Getano Lui, Jerry D Stephen Jnr, John Paiwan

Front Row: Emily Beckley, Annie Mari, Ugari Nona, Elthies Kris, Chair George Nona, Patrick Mooka, Danie Savage, Regina Turner

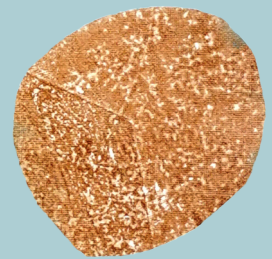
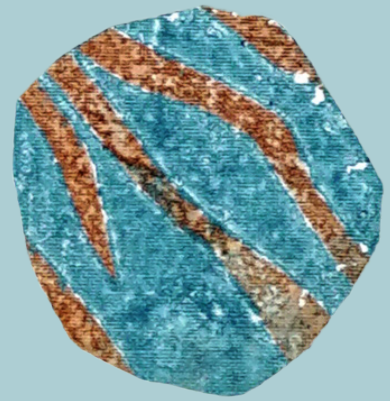


Purpose

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.

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, Kulkalgai, Kemer Kemer Meriam, and Northern Peninsula Area peoples.



History

In 1994, the TSRA was formed to give First Nations people in the region increased control of their affairs, especially when it came to accessing and administering First Nations program funds.

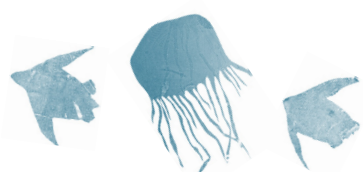
Over 30 years, TSRA has made significant investment into key activity areas, including:

- Native Title services, resulting in over 85% of land and sea now being determined
- Key infrastructure across community assets and housing, resulting in significant and sustained improvement in environmental health and communicable diseases
- Arts, culture and heritage, resulting in a vibrant and thriving cultural
- Economic development, including home loans and business development pathways

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.



Strategic Priorities

As a Commonwealth entity, TSRA is committed to working towards Closing the Gap outcomes. TSRA's key activities under this Corporate Plan align to the National Agreement on Closing the Gap, with high focus on the achieving strong outcomes for our communities and our region.

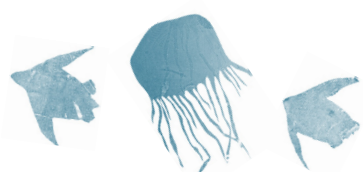


The key activities in the 2025-26 Corporate Plan are derived from the long-term strategic goals. TSRA's strategic pillars embedded in the Torres Strait Development Plan 2023–28 are:

- Priority 1: Strong regional partnerships and governance
- Priority 2: Globally resilient communities
- Priority 3: Growing sustainable economies

Embedding accountability and reporting frameworks that support the Development Plan and Corporate plan are important to minimise duplication of reporting but also more effectively measure performance. TSRA's first Performance and Reporting framework was developed in 2024.

Strategic planning	
Development Plan	Sets the long-term strategic vision of the TSRA, reflecting the aspirations of the democratically elected TSRA Board
Operational planning	
Portfolio Budget Statements	Proposes how resources will be allocated and expected outcomes from this expenditure
Corporate Plan	Outlines how performance will be measured and assessed against the TSRA's purpose
Program Plans	Articulates how the annual priorities will be operationalised and resources by TSRA program areas
Performance reporting	
Annual Performance Statements	Reports on results achieved against the performance measurements set within the Corporate Plan and Portfolio Budget Statements
Monitoring and Evaluation	Assesses ongoing program performance through quarterly reporting, stakeholder feedback, data analysis and independent advice



Key Activities 2025-26

To deliver on our functions and achieve our purpose we will increase coordination and joint work with key delivery partners to identify and address gaps in regional service delivery. Over the next year, TSRA will focus effort on the following key activities:

Theme 1: Economic Empowerment



Goal: By establishing effective regional infrastructure and business pipelines across diverse industries, including tourism and fisheries, jobs can be created, and workforce participation opportunities can expand.

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

Key Activity 1.2 Enabling and growing a skilled local First Nations 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.

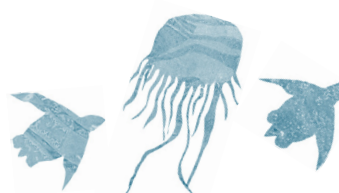
Theme 2: Protecting our culture



Goal: Ensuring Ailan Kastom is evident and supported in all areas of our communities, including through tangible objectives that protect sea, country and culture from the impacts of climate change.

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: Strengthening local leadership



Goal: Building up current and emerging leaders through quality education and supports, including accountable regional governance.

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: Investing for impact



Goal: Using evidence and data to drive investment decisions, in line with the National Agreement on Closing the Gap regional data outcomes, and ensuring investment not only meets the needs of community but the impact and reach of every dollar is maximised.

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.

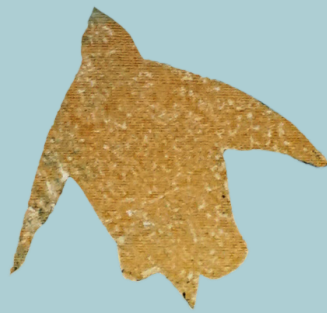
Key Activity 4.3 Advocating for and supporting Torres Strait Islanders and Aboriginal people to live long, healthy lives by working to increase access to preventative health educations, supporting safe communities, improving access to community infrastructure, and supporting information, activities and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

These will be enacted with a wholistic focus on increasing instances of evaluation and improving inter-agency collaboration to increase the breadth of our impact.



Operating environment

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



Geo-political environment

Recent years have brought heightened complexity and challenges to the international environment. The Torres Strait region faces a unique set of interconnected economic and environmental issues, compounded by its close ties with Indo-Pacific nations and Papua New Guinea. The Torres Strait Regional Authority (TSRA)'s ability to address these challenges effectively will play a pivotal role in shaping the future of the region and our nation.

In the Torres Strait, these broader challenges are intensified by local concerns such as food insecurity, unreliable mail service, inadequate housing, and increasingly severe weather events. TSRA actively supports domestic and international partnerships to drive regional development, focusing on maintaining 100% First Nations-owned fisheries, bolstering resilience against climate change, and fostering safe and healthy island communities.

Our efforts contribute to the creation of a united and cohesive region, aligning with priorities outlined in the Torres Strait Development Plan 2023–28 and strengthening genuine, respectful relationships with our neighbours through the PZJA.

Challenges

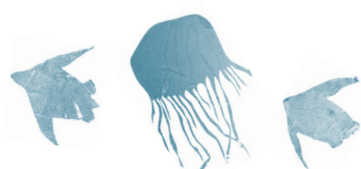
Throughout the duration of this Plan, TSRA has identified several challenges and opportunities, including the need to address community needs and expectations while navigating evolving government funding arrangements. These efforts are supported by ongoing regional initiatives, such as National Agreement on Closing the Gap. Prioritising the enhancement of TSRA's knowledge base and relevance remains essential, while operating within a constrained financial environment poses a significant challenge.

Workforce challenges in the Torres Strait public sector, particularly ongoing salary competition, add further complexity. TSRA is committed to implementing attraction and retention strategies, with a focus on 'growing our own' initiatives and maintaining its reputation as an employer of choice. Strengthening professional development opportunities, especially for Aboriginal and Torres Strait Islander staff, is central to building a skilled and dedicated workforce.

Anticipated changes in TSRA's staffing profile reflect organisational expansion and the evolving needs of stakeholders. Additionally, frequent changes in Federal and State Government officials and staff will require increased effort to establish and maintain effective working relationships.

By 2025, TSRA faces additional challenges, including navigating constrained financial environments, adapting to shifting government priorities, and addressing workforce pressures. Limited budgets often necessitate doing more with fewer resources, which affects the agency's ability to meet community expectations and deliver services effectively. Workforce challenges, such as difficulties in attracting and retaining skilled staff, are particularly acute in regional areas. These challenges emphasize the importance of adopting competitive strategies to attract talent and foster professional development. TSRA must also address the need for modernised infrastructure and technology, including the mitigation of cybersecurity vulnerabilities, to maintain operational resilience.

TSRA embraces a holistic, whole-of-region approach that acknowledges the breadth of shared interests and challenges in the Torres Strait—none more urgent than the threat posed by climate change.



Resilience against climate change

The Torres Strait region holds national and international importance for its rich biodiversity, including extensive seagrass meadows, dugong and turtle populations, and coral reefs. However, invasive species and pollution continue to harm marine, coastal, and terrestrial ecosystems. Among these challenges, climate change poses the greatest threat to the region's environment.

Strengthening the resilience of Torres Strait communities in the face of a changing climate is imperative. Urgent action is needed to adopt measures that build resilience and mitigate climate-induced loss and damage. In 2025-26, the TSRA, in collaboration with key partners, will implement the Torres Strait Regional Adaptation and Resilience Plan. This plan will refine strategies to enhance regional and community climate resilience, self-reliance, and sustainability.

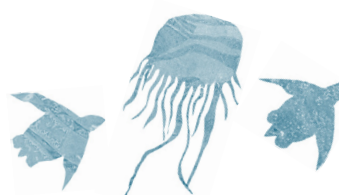
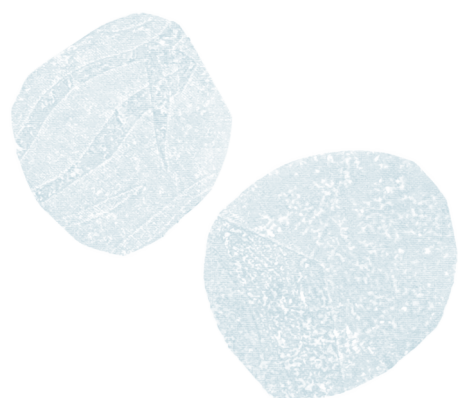
The TSRA remains committed to supporting scientific research and fostering community consultation to ensure resource use is sustainable and protection measures are culturally appropriate. We will expand environmental monitoring efforts and continue community-based planning, education programs, and compliance activities to safeguard the unique environment of the Torres Strait region.

Working in partnership

TSRA works in a very remote and complex operating environment, so relies on strong relationships and cooperation with other agencies to advance our agenda. These are the organisations who make a significant contribution towards achieving the TSRA's purpose through cooperation (in line with the requirement under section 16E(2) item 4(d) of the PGPA rule).

TSRA holds current formal MOUs with key regional stakeholders:

- Torres Shire Council (TSC)
- Torres Strait Island Regional Council (TSIRC)
- Northern Peninsula Area Regional Council (NPARC)
- Indigenous Businesses Australia (IBA)
- Gur A Baradharaw Kod Torres Strait Sea and Land Council (GBK)
- Community Enterprise Queensland (CEQ)
- Tagai State College
- Queensland Government Department of Tourism and Sport
- Department of Climate Change, Energy, the Environment and Water
- Queensland Department of Local Government, Water and Volunteers (DLGWV)





Economic Empowerment

Objective

Collaboration to identify opportunities to engage new and sustain existing businesses and jointly work towards better infrastructure to sustain economic development.

Approach

Ongoing engagement with representatives from communities, businesses, industry representatives, suppliers, freight providers, state/territory governments and federal governments. Ongoing assessment and planning for seasonal impacts and long-term economic trends.

Stakeholders

- National Indigenous Australian Agency (NIAA)
- Protected Zone Joint Authority (PZJA), Australian Maritime Safety Authority (AMSA), Department of Agriculture, Fisheries and Forestry (DAFF)
- Local Councils (TSIRC, TSC, NPARC)
- Indigenous Business Australia (IBA)
- Community Enterprise Queensland (CEQ)
- Department of Local Government, Water and Volunteers (DLGWV)



Protecting our culture

Objective

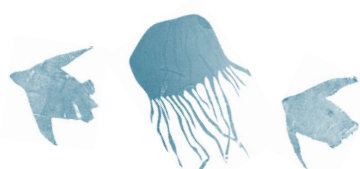
Assist local communities in protecting, maintaining and strengthening all aspects of Torres Strait Islander culture, including from the impacts of climate change

Approach

Promotion of strong cultural practices and improving necessary infrastructure to protect country.

Stakeholders

- Department of Climate Change, Energy, the Environment and Water (DCCEEW)
- Bureau of Meteorology (BOM)
- Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Gab Titui and local art centres
- Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander and Aboriginal Corporation (GBK)
- Local Councils (TSIRC, TSC, NPARC)
- Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (Office for the Arts)
- Arts Queensland (under Qld Department of Education)





Strengthening local leadership

Objective

Building the pipeline of First Nations leaders in the region

Approach

Supporting young people to maximise their opportunities and meet their aspirations within the region.

Stakeholders

- Tagai State College
- TAFE
- Australian Rural Leadership Foundation (ARLF)



Investing for impact

Objective

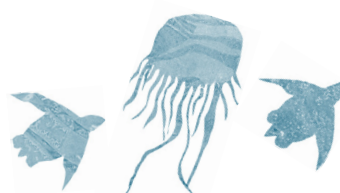
Ensure decisions are data driven, and programs in the region has a strong return on investment and demonstrable outcomes

Approach

Directing investment based on evidence and data to where it is most needed, prioritising social determinants of health.

Stakeholders

- NIAA
- Local Councils (TSIRC, TSC, NPARC)
- CEQ



Capability



Over the duration of this Plan, TSRA will continue to further strengthen and enhance our capability to achieve our purpose with a focus on:

Workforce

TSRA plans to strengthen its leadership cohort and address workforce capability requirements, and gaps by developing a comprehensive strategic workforce plan. A key focus is on maintaining and increasing local First Nations representation within the workforce, and ensuring we have the skills and capability to achieve our objectives.

Growing our own

The TSRA was provided 169 ASL in the 2025-26 Budget. At 1 June 2025 TSRA has a workforce of 155 employees, with 46% working on land and sea management activities, 94% in the Torres Strait region and 6% in Cairns.



TSRA is proud of its diverse workforce representation, with 84% of employees identifying with First Nations descent. First Nations Staff make up 35% of TSRA Executive Level 1 staff and 40% of Executive Level 2 staff. Further efforts will be made to increase the representation of First Nations staff at the Executive levels.

TSRA actively works to towards achieving increased First Nations employment in future years, while ensuring the TSRA Board is supported by employees with the requisite skills and experiences to deliver on the Torres Strait Development Plan 2023–28.

TSRA will continue its focus on building internal capability, to reduce the outsourcing of Project Management and Service Delivery work – as well as strengthening overall leadership capability within the workforce.

Integrity

Our role – to enable the self-determination and aspiration of Aboriginal and First Nations peoples and communities, is a unique and privileged one. We recognise that integrity is fundamental to building and maintaining genuine partnerships. Trust and confidence in the TSRA, underpins the success of the policies, programs and services we administer.

We are committed to strengthening our integrity culture. Mandatory training modules reinforce APS Values and standards of behaviour. Over the coming year our Information Technology (IT) investment will reinforce the ongoing integrity of our systems.



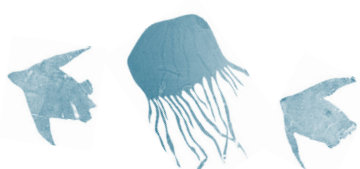


Strategic Commissioning Framework

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, First Nations 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 currently considered core work for the TSRA.

In 2025–26, TSRA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. We expect our targets for 2025–26 to focus on reduced outsourcing of Program and Project Management and Service Delivery work, with an expected reduction of \$0.4 million in 2025–26 outsourcing expenditure. We will leverage our contingent workforce to build capacity in our permanent APS workforce as part of their contractual arrangements.



Infrastructure

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

- 40 Office Facilities and Equipment sheds
- 59 Staff Houses
- 1 heritage listed site.

Of these 100 properties, 69 are owned by the TSRA, 28 are leased from local councils, and 3 are 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.

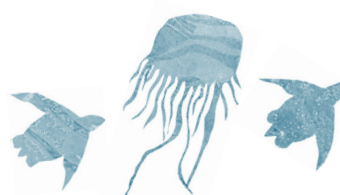
In 2024-25 we engaged a professional service provider to support the TSRA in developing a strategy for the active and efficient maintenance of the TSRA owned facilities and staff housing. This work is ongoing and will continue into 2025-26 to maximise efficiencies.

TSRA seeks continuous improvement in the management of our property portfolio, ensuring conscious support to local First Nations businesses, whilst ensuring that maintenance and capital improvements are more proactively scheduled. 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.

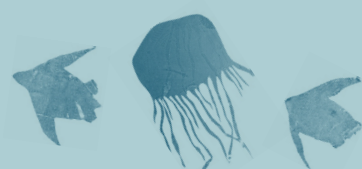
Information Technology

The TSRA is committed to the ongoing modernisation and integration of its IT environment to enhance knowledge management and the discoverability of its collection. Through Cyber Security Policy, TSRA aims to strengthen technical expertise and capabilities.

In 2025–26, the focus will continue on removing and addressing cyber vulnerabilities in externally hosted systems. TSRA will focus on increasing staff training and awareness sessions to reinforce cyber security measures across the organisation.



Risk Management and Oversight





Risk appetite

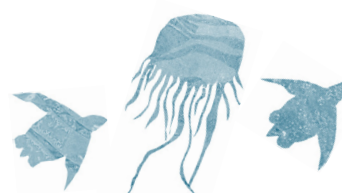
The goal of risk management in the TSRA is to ensure that we appropriately balance two outcomes:

- the need to take bold and innovative action to Close the Gap, taking action to use government resources efficiently, effectively, ethically and economically; and
- delivering impact through effective work practices that upholds safety for employees, including cultural and psycho-social safety, as well as stakeholders and community.

We have a greater appetite to engage with risks that aim to improve the efficiency and effectiveness of our operations, or that will help us achieve important outcomes.

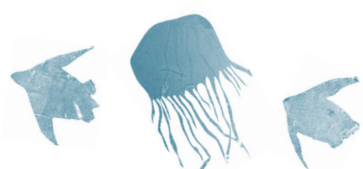
We have less appetite for risk that maintains the status quo, where there are suitable alternate options, or where the potential consequence is one where we have low or no tolerance.

TSRA's Risk Management Policy and Framework is currently under review and contains detailed risk appetite and risk tolerance to support executive and staff approaches to risk management.



Enterprise risks

Enterprise risk and impact	Management strategies
Failure to ensure the effectiveness of programs to the Torres Strait region	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective performance management processes Workforce and succession planning Professional development and training opportunities Study assistance support Census action plan
Unable to respond effectively to emerging priorities or changes to the operating environment	<ul style="list-style-type: none"> Strengthen executive leadership capability to work in an uncertain and ambiguous working environment Encourage innovation and engaging with risk Ensure proactive stakeholder engagement Continuous improvement through feedback mechanisms
Failure to engage effectively with key stakeholders and communities resulting in the loss of trust and confidence in the TSRA	<ul style="list-style-type: none"> Cultural competency training opportunities for TSRA employees including all EL2 as part of on-boarding process Effective community engagement processes Feedback mechanisms to ensure community have a voice Effective communication, media and change management strategies
Reputational damage due to failure or misuse of assets and resources	<ul style="list-style-type: none"> Regular training regarding financial, asset and credit card policies Effective recruitment policy and pre-employment personnel checks
Funding changes or project over- expenditure results in resourcing constraints and reduction opportunities	<ul style="list-style-type: none"> Program plans in place Effective management of performance against budgets using Audit committee and Program Steering Committee Budget and expense reporting including robust project management and costing tools
Unsafe work environment or security incident impacts staff safety and wellbeing	<ul style="list-style-type: none"> Work Health and Safety (WHS) policy and procedures – incident and risk management Regular training and education WHS committee WHS audit and checks
ICT interruption or data compromise	<ul style="list-style-type: none"> Cyber security risk mitigation and compliance with Australian Cyber Security Centre standards ICT security policies and procedures Business Continuity Plans in place and regularly reviewed



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 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.



TSRA continues to iterate performance reporting as systems and processes mature, to better reflect what we do and to tell our story, in line with our obligations under the PGPA Act and the wider APS Reform Agenda for improved transparency and accountability.

The 2025-26 Corporate Plan reflects improved measurement and reporting of performance measures compared with previous years. 26 measures have been amended since the 2024-25 Corporate Plan.

Performance measures

The TSRA operates all our programs under a single Performance Budget Statements (PBS) outcome statement, which is:

Progress towards National Agreement on 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 First Nations culture.

The TSRA's performance measures for 2025-26 to 2028-29 are progressively moving towards impact measures rather than output measures, as internal data and evaluation capability becomes more embedded across program areas.

The results will be reported in the Annual Performance Statements in the TSRA Annual Report 2025-26.

TSRA use a mix of both qualitative and quantitative measures and data sources to accurately assess the achievement of the key activities.

Our performance measure profiles include details of how we measure progress in achieving our purpose through our key activities outlined on page 7.

They identify:

- **Performance measures** – how we will measure and assess progress towards an intended result, within each of our key activities.
- **Targets** – specific criteria we will measure success against, over time.
- **Rationales and methodologies** – data sources and information we will use to confirm our performance and the method we use to collect the information to monitor results and track progress.

This defines performance results as:

- **Achieved** – In the reporting period, the TSRA delivered the performance measure and/or target.
- **Substantially Achieved** – In the reporting period, the achieved result was within 5% of the target or was achieved in full but not within the target timeframe.
- **Partially Achieved** – In the reporting period, the TSRA partially achieved against the performance measure and/or target.
- **Not achieved** – In the reporting period, the performance measure and/or target was not met. Where a performance measure has more than one target, the weighting of the performance targets is explained, and this will be used to determine achievement of the measure.

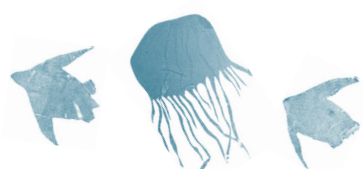
The TSRA structure includes 7 defined program areas who are supported by enabling services

Programs

Culture, Art and Heritage
Economic Development
Environmental Management
Fisheries
Governance and Leadership
Healthy Communities & Safe Communities
Regional Infrastructure

Enabling Services

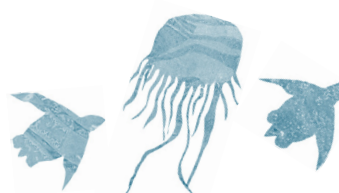
Finance
Corporate Services
Strategic Policy



Measures

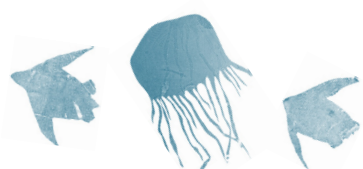
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
All	TSRA maintains strategic partnerships in community, and with NGOs, tertiary and other research institutions, the private sector, 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. Board papers and meeting minutes. Output - MoU documents.	4.1.1
All	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 measure of meetings, qualitative measure of topics Output – meetings and topics discussed recorded	4.1.2
All	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	4.2.1

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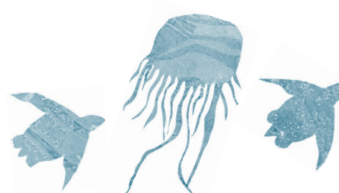
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Culture, Arts and Heritage	Investigate opportunities for existing cultural practitioners/ artists/ business to pivot towards, or further expand, to capture creative arts and tourism markets	Three new activities and experiences are identified for development	✓	✓	✓	✓	Output – analysis of program data	1.1.1
Culture, Arts and Heritage	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	1.1.2
Culture, Arts and Heritage	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	1.2.1
Culture, Arts and Heritage	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	2.1.1
Culture, Arts and Heritage	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	2.1.2

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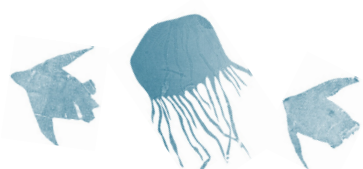
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Culture, Arts and Heritage	Torres Strait Islander and Aboriginal artists are showcased nationally and internationally	Maintain/increase the number of artists, arts centres and arts cooperatives supported to exhibit at regional, national and international events TSRA support provided to local Art Centres	✓	✓	✓	✓	Quantitative – analysis of Artist Register and other support activities Qualitative analysis of SmartyGrants data and in kind support provided	2.1.3
Culture, Arts and Heritage	Torres Strait Islander and Aboriginal peoples' traditional languages are spoken and protected	Support for the Torres Strait Traditional Languages Centre is maintained TSIMA grant supports local media production (radio programs) broadcasting in Torres Strait Islander and Aboriginal languages	✓	✓	✓	✓	Qualitative analysis of SmartyGrants data, secretariat support and other activities Qualitative review of SmartyGrants reporting on broadcasts in traditional language	2.1.4
Economic Development	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	1.2.2
Economic Development	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	1.2.3
Economic Development	Provision of Business Growth and Mini Business Growth packages enable locally owned business to expand	2 packages provided	✓	✓	✓	✓	Quantitative – package provision records	1.2.4

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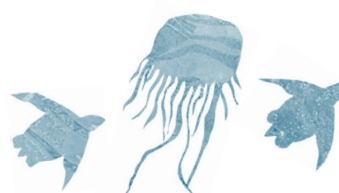
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Economic Development	'Growing our Own' and 'Maritime Pathways Program' continue	Funding support for providers continues	✓	✓	✓	✓	Quantitative – SmartyGrants and other administrative records	1.2.6
Economic Development	Business mentoring supports the creation/growth of Torres Strait businesses	6 people mentored	✓	✓	✓	✓	Quantitative – mentoring records	1.2.7
Economic Development	Implementation of Regional Economic Investment Strategy phase 2	Delivery of REIS2 activities in line with the Strategy Establish baseline in 2025–26	✓	✓	✓	✓	Qualitative analysis of project planning documentation	1.3.5
Economic Development	Supporting home ownership by offering home loans and brokerage services	1 loan per year	✓	✓	✓	✓	Quantitative – loan records	4.2.2
Economic Development	Exploration of alternative housing funding models and engagement with service agencies	1 alternative housing model explored	✓	✓	✓	✓	Output – housing model research document	4.2.3
Environment	TSRA Indigenous Rangers complete nationally recognised qualifications	Support 20 First Nations employees in gaining training and accreditation to enhance role mobility and acting opportunities.	✓	✓	✓	✓	Quantitative – training data records	1.2.5
Environment	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	2.2.1

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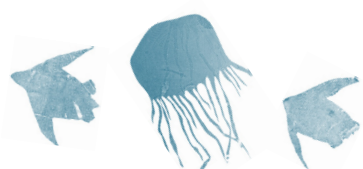
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Environment	Ranger Community Management Plans exist and are achieving annual service targets	13 community-led plans are developed to protect land, sea, and cultural values in partnership with local communities. >90% of targets are achieved.	✓	✓	✓	✓	Quantitative and Qualitative analysis of LSMU data and NIAA reporting	2.2.2
Fisheries	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	1.1.3
Fisheries	Impactful advocacy for 100% First Nations ownership of the Torres Strait Tropical Rock Lobster fishery	Seek external funding support to purchase the 4% TRL quota to achieve 70% ownership of the TRL quota	✓	✓	✓	✓	Quantitative analysis of written submissions, meeting minutes and other contacts	1.1.4
Fisheries	WAPIL 2 project delivers appropriate cold storage and transport logistics for expanded fishing industry	Secure NIAA approval and ongoing funding	✓	✓	✓	✓	Qualitative analysis of project planning documentation	1.3.2
Fisheries	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	3.1.7
Fisheries	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	3.1.8

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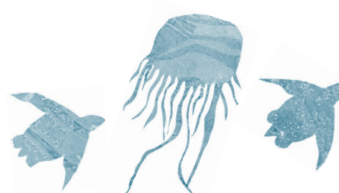
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Governance and Leadership	Torres Strait Development Plan 2023–28 delivers on the Board's aspirations for the region	The Torres Strait Development Plan 2023–28 is embedded in the TSRA's Corporate Plan 2025–26 and Portfolio Budget Statement 2026-27. Implementation of the Torres Strait Development Plan 2023–28 is reported to the TSRA Board at each Board meeting and is reviewed annually	✓	✓	✓	✓	Output – this plan and the 2025–26 PBS Qualitative analysis of Board papers and minutes	3.1.1
Governance and Leadership	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 Attending annual Bilateral Treaty meetings with PNG Explore possibility of a Ranger Exchange between Torres Strait and southern PNG Rangers	✓	✓	✓	✓	Output – TSRA administrative data Output – TSRA administrative data Qualitative analysis of progress	3.1.3
Governance and Leadership	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 2 x school leadership support grants At least 1 annual ARLF Rural Leadership Program participant Partner with ARLF to evaluate the success of TSRA sponsoring ARLP participants since 2008	✓	✓	✓	✓	Output – TSRA administrative data Qualitative – analysis of SmartyGrants data Qualitative – TSRA administrative data Qualitative analysis of evaluation results	3.1.4

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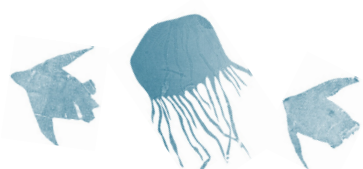
Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Governance and Leadership	TSRA Board provides direction and drives outcomes in line with the Torres Strait Development Plan 2023–28	Annual professional development for Board members	✓	✓	✓	✓	Qualitative analysis – TSRA administrative data	3.1.6
Governance and Leadership	Torres Strait-based students have access to a high-quality education	Productive engagement with all local schools and advisory groups on need Preparing submissions and funding requests for government to support equitable access to education	✓	✓	✓	✓	Qualitative – TSRA administrative data recording meetings Qualitative – TSRA administrative data on submissions and other data	3.2.1
Healthy Communities	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	4.3.2
Infrastructure	TSRA-controlled / funded infrastructure projects reflect community needs and aspirations	Local consultation occurs for all projects and informs project outcomes Establish baseline	✓	✓	✓	✓	Qualitative analysis of project planning documentation Quantitative – count of projects scoped and/or delivered	1.3.1
Safe Communities	Advocate improved child protection outcomes through working groups, intergovernmental meetings, community engagement and written submissions	TSRA participate in at least 6 stakeholder meeting to leverage opportunities to drive collaboration between agencies, and 2 advocacy submissions	✓	✓	✓	✓	Qualitative and quantitative assessment of TSRA administrative data	3.2.2

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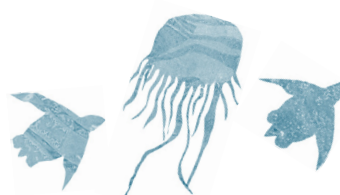


Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Safe Communities	A regional approach to holistic youth support exists	Working with community and government partners and stakeholders to drive implementation to Zenadth Kes Youth Strategy. TRSA fund at least 2 projects or grant proposals targeting critical youth needs to present/drive discussions on cross-agency collaboration at 6 meetings involving government agencies and partners	✓	✓	✓	✓	Output – strategy document	3.2.3
Safe Communities	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	3.2.4
Safe Communities	Culturally appropriate legal services are available and accessible within the Torres Strait Region	Ensuring the delivery of legal services	✓	✓	✓	✓	Output (contracts awarded) and qualitative analysis of contract reporting requirements	4.3.5
Safe Communities	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	Scoping and development of a strategy to prevent family, domestic and sexual violence At least 2 formal approaches to government for additional investment (1 x State and 1x Federal)	✓				Output – strategy document Quantitative analysis of TSRA administrative data	4.3.6

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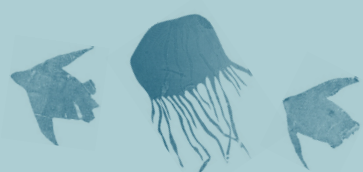


Primary Program Area	Performance Measure 2025–26 to 2027–28	Activities	Delivery timeframes				Methodology and Data	Activity Reference
			2025-26	2026-27	2027-28	2028-29		
Strategic Policy	TSRA-led submissions, advice and representations to government (any level) on opportunities and funding for climate change adaption and renewable energy infrastructure	At least 4 contacts per year	✓	✓	✓	✓	Quantitative – analysis of TSRA administrative data	2.2.4
Strategic Policy	Data and evidence supports strategic decision-making and reporting against National Agreement on Closing the Gap targets	Further develop and embed National Agreement on Closing the Gap reporting frameworks	✓	✓	✓	✓	Output – delivery of data library Output - delivery of TSRA Impact Statement	4.1.4

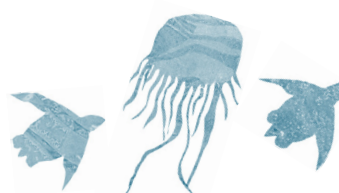


Compliance

Compliance with PGPA Rule s16E (2)



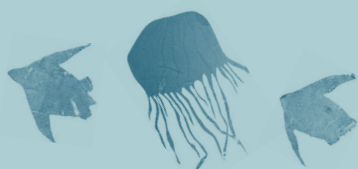
Topic	Matters to be included	Page
Introduction	The following: a. a statement that the plan is prepared for paragraph 35(1)(b) of the Act b. the reporting period for which the plan is prepared c. the reporting periods covered by the plan.	1-2
Purpose	The purpose of the entity.	3
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	7-8
Operating context	For the entire period covered by the plan, the following: a. the environment in which the entity will operate; b. the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; c. a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed; d. details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes; e. how any subsidiary of the entity will contribute to achieving the entity's purpose.	9-20
Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: a. specified performance measures for the entity that meet the requirements of section 16EA; and b. specified targets for each of those performance measures for which it is reasonably practicable to set a target.	21-31



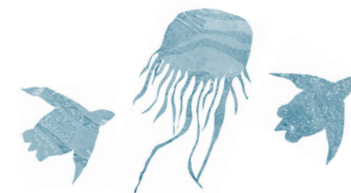
Revisions

Table of Revisions for 2024–25 Corporate Plan to the 2025–26 Corporate Plan

This table sets out the key performance measure revisions from the 2024–25 Corporate Plan to the 2025–26 Corporate Plan. As noted in the 2025–26 Portfolio Budget Statements, activities will likely be updated during the 2025–26 reporting period. Twenty-six activities underwent initial revisions in time for Corporate Plan publication, which are included in the table below. All other revisions anticipated to take place mid-cycle will be updated in accordance with advice from the Department of Finance and the ANAO. These anticipated revisions are noted in the relevant table for each performance measure.



PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
Establishing thriving local industries for the Torres Strait through creating business pipelines, supporting tourism and working towards 100% First Nations ownership of Torres Strait fisheries	1.1.4	1.1.4	Impactful advocacy for 100% First Nations ownership of the Torres Strait Tropical Rock Lobster fishery	Seek external funding support to purchase the 4% TRL quota to achieve 70% ownership of the TRL quota	Advocacy is a BAU obligation and will underpin the outcome. Increasing the ownership of TRL Quota is a long-standing and symbolic aspiration of Traditional Owners.	Amended
	1.1.5	N/A	Maintain 100% First Nations ownership of the Torres Strait finfish fishery		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	1.1.6	N/A	Transition of ownership and management of TSRA-owned fisheries assets to locally owned and operated business structure		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
Enabling and growing a skilled local First Nations 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.	1.2.5	1.2.5	TSRA Indigenous Rangers complete nationally recognised qualifications	Support 20 First Nations employees in gaining training and accreditation to enhance role mobility and acting opportunities.	Amended to better suit current business needs.	Amended
	1.2.8	N/A	TSRA maximises opportunities for First Nations businesses to maintain TSRA-owned facilities		The TSRA Procurement and Contracting Policy has been updated to reflect application of the IPP and First Nations businesses to be considered first for all contracts. Vendor forms in Finance have also been updated so businesses can identify as First Nations. IPP reporting is also completed for PM&C every six months.	Remove- Achieved

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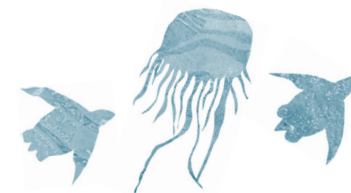
PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
Establishing future ready infrastructure by facilitating essential 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	1.3.1	1.3.1	TSRA-controlled / funded infrastructure projects reflect community needs and aspirations	Local consultation occurs for all projects and informs project outcomes Establish baseline	Amended to better suit current business needs.	Amended
	1.3.2	1.3.2	WAPIL 2 project delivers appropriate cold storage and transport logistics for expanded fishing industry	Secure NIAA approval and ongoing funding	WAPIL 2 is awaiting confirmation from NIAA that underspends can be carried forward to fund the revised project outcomes.	Amended
	1.3.3	N/A	Implementation of the RIAC action plan		RIAC was an advisory committee to TSRA Board- dissolved in November 2024.	Remove- Achieved
	1.3.4	N/A	Development of Regional Economic Investment Strategy Phase 2 (REIS 2)		This target has been achieved in 2024-25.	Remove- Achieved
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	2.1.5	N/A	TSRA Team maintains support for Indigenous Protected Areas (IPAs), and works with community and Government to expand areas, where appropriate		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	2.1.6	N/A	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		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU

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PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
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.	2.2.2	2.2.2	Ranger Community Management Plans exist and are achieving annual service targets	13 community-led plans are developed to protect land, sea, and cultural values in partnership with local communities. >90% of targets are achieved.	We have 13 Island plans and 14 communities, as Mua has two communities on the island. We updated the number to ensure accuracy	Amended
	2.2.3	N/A	Preservation of natural and culturally significant resources such as Dugong and Turtle		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	2.2.5	N/A	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		The current PBS has established the Centre as a TSRA activity. However, DCCEEW has the lead in practice. TSRA cannot control this outcome.	Remove
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.	3.1.2	N/A	Partner with the Australian Electoral Commission to educate communities on TSRA Board nominations, election processes and outcomes		This target has been achieved.	Remove- Achieved
	3.1.5	N/A	The TSRA Board is prepared to address the challenges of leading the organisation		This target has been achieved.	Remove- Achieved

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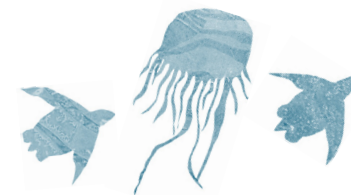
PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
Enabling leadership and capability in the next generation by advocating 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	3.2.2	3.2.2	Advocate improved child protection outcomes through working groups, intergovernmental meetings, community engagement and written submissions	TSRA participate in at least 6 stakeholder meeting to leverage opportunities to drive collaboration between agencies, and 2 advocacy submissions	Broadened definition to include all children, not just those involved in the care and protection system, to ensure prevention and early interventions are reflected	Amended
	3.2.3	3.2.3	A regional approach to holistic youth support exists	Working with community and government partners and stakeholders to drive implementation to Zenadth Kes Youth Strategy. TRSA fund at least 2 projects or grant proposals targeting critical youth need. TSRA to present/drive discussions on cross-agency collaboration at 6 meetings involving government agencies and partners	Amended to reflect the breadth of development of the youth strategy.	Amended
	3.2.4	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	Amended to reflect the breadth of legal service provision.	Amended

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PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
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.	4.1.3	N/A	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		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	4.1.4	4.1.4	Data and evidence supports strategic decision-making and reporting against National Agreement on Closing the Gap targets	Further develop and embed National Agreement on Closing the Gap reporting frameworks	Closing the Gap frameworks have been developed ready for implementation across program areas.	Amended

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PBS Information	Activity reference in 2024-25 & 2025-26 Corporate plans		Relevant performance information from TSRA's 2024-25 Corporate Plan	Performance information revisions in TSRA's 2025-26 Corporate Plan	Rational for changes	No change
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	4.3.1	N/A	Effectively advocating for people living in the Torres Strait region to have access to healthy and affordable food, safe drinking water, and appropriate housing		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	4.3.3	N/A	Torres Strait Region healthy community initiatives are supported through TSRA grants		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	4.3.4	N/A	Funding is provided to community organisations working to improve youth, family, justice or aged care outcomes		This target has been removed as the activity is now considered standard practice within the program area	Remove- BAU
	4.3.5	4.3.5	Culturally appropriate legal services are available and accessible within the Torres Strait Region	Ensuring the delivery of legal services	Amended to reflect the breadth of legal service provision.	Amended
	4.3.6	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	Scoping and development of a strategy to prevent family, domestic and sexual violence At least 2 formal approaches to government for additional investment (1 x State and 1x Federal)	Targeted investment will be sought post-finalisation. Extensive community consultations across the region is required to ensure success of the strategy.	Amended

