



Australian Government



TSRA

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Corporate Plan 2026–27

About the plan

The Torres Strait Regional Authority (TSRA) prepared this corporate plan for 2026-27 as required under section 35 of the *Public Governance, Performance and Accountability Act 2013* and in accordance with the Public Governance, Performance and Accountability Rule 2014. The performance measures in the plan will be acquitted in the annual performance statements published in the annual report for 2026–27.

The plan is available as a PDF from the TSRA and is published at www.tsra.gov.au and on the Transparency Portal at www.transparency.gov.au.

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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.



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Introduction

Foreword

On behalf of the accountable authority of the Torres Strait Regional Authority (TSRA) – the TSRA Board – I am pleased to present the 2026–27 TSRA corporate plan, which covers the 4 reporting periods from 2026–27 to 2029–30, 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 *TSRA Torres Strait Development Plan 2023–2028*, prepared as required by section 142D of the *Aboriginal and Torres Strait Islander Act 2005*.

As the Commonwealth's lead agency for Indigenous affairs in the Torres Strait region, the TSRA works in partnership with communities, councils and governments to advance self-determination and improve outcomes for, and together with, Torres Strait Islander and Aboriginal people.

As Chairperson of the TSRA Board, I am proud of the leadership shown by the TSRA in progressing the *TSRA Torres Strait Development Plan 2023–2028* and delivering outcomes for our region. This corporate plan marks an important stage in that journey, sharpening our focus on delivery as we move through the life of the development plan and continue to respond to the opportunities and challenges in this time of *Seasons of Change*.



Guided by Ailan Kastom (island custom) and our statutory role under the *Aboriginal and Torres Strait Islander Act 2005*, this corporate plan outlines how the TSRA will focus its efforts over the coming years.

Our efforts are guided by both TSRA's overarching vision and the TSRA Board's refreshed vision for our term: Advancing Ailan Kastom, encompassing self-determination by managing and controlling our own affairs of Zenadth Kes.

While aligning our activities with the purpose and strategic priorities set out in the development plan, we are also delivering on our ongoing commitment to Closing the Gap in genuine partnership with Torres Strait Islander and Aboriginal people living in Zenadth Kes (Torres Strait).

George Nona
Chairperson, Torres Strait Regional Authority
16 June 2026



TSRA corporate plan on a page, 2026–27

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

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

Program: 1.1 Torres Strait Regional Development: This program contributes to the outcome by aligning all TSRA activities to the Torres Strait Development Plan and supporting Torres Strait Islander and Aboriginal people living in the Torres Strait Region to maintain their culture, including Ailan Kastom, and participate equally in economic and social life. The program delivers support to the Torres Strait Region community through activities including program and project delivery, cultural facilitation and grants.

	Strategic priorities ☉	Priority 1: Strong regional partnerships and governance	Priority 2: Globally resilient communities	Priority 3: Growing sustainable economies
Key activities	Theme 1: Economic empowerment	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. 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. 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 activities	Theme 2: Protecting our culture	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. 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 activities	Theme 3: Strengthening local leadership	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. 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 activities	Theme 4: Investing for impact	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. 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 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.		

Note: The TSRA's portfolio outcome, vision and program are set out in the Prime Minister and Cabinet portfolio budget statements.





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.



Organisation

The TSRA is the lead Australian Government agency in the Torres Strait region for Indigenous affairs. As a statutory agency established under the *Aboriginal and Torres Strait Islander Act 2005*, the TSRA operates under the direction of a democratically elected Torres Strait Islander and Aboriginal board, composed of 20 members representing the communities of our region. The TSRA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

The TSRA sits within the portfolio of the Prime Minister and Cabinet, is accountable to the parliament through the Minister for Indigenous Australians, and works closely with the National Indigenous Australians Agency.

Role

The TSRA operates to provide greater autonomy to and work in genuine partnership with Torres Strait Islander and Aboriginal people living in the Torres Strait region and the Northern Peninsula Area communities (Bamaga and Seisia), 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.

Central to the TSRA's role is the recognition and maintenance of Ailan Kastom (island custom), as provided for under section 142A of the *Aboriginal and Torres Strait Islander Act 2005*. All TSRA partnerships and programs are designed and delivered to support cultural empowerment and to respect the distinct customs, traditions and cultural beliefs of Torres Strait Islander and Aboriginal people, including the Kaiwalagal-Kaurareg, Maluilgal, Guda Maluilgal, Kulkalgal, Kemer Kemer Meriam, and Northern Peninsula Area peoples of Seisia and Bamaga.

Vision

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

Torres Strait Creole and 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.

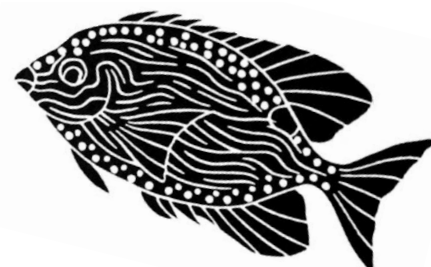
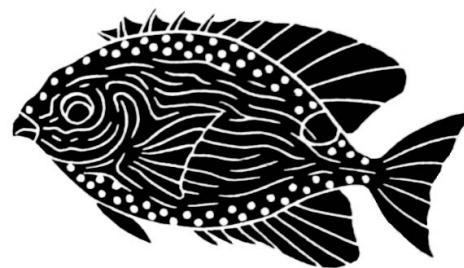
Kala Kawan Ya



Functions

The primary functions and responsibilities for the TSRA are defined in our enabling legislation, the *Aboriginal and Torres Strait Islander Act 2005*, under section 142A. These include:

- ▶ recognising and maintaining the special and unique Ailan Kastom of Torres Strait Islanders living in the Torres Strait region
- ▶ formulating and implementing programs for Torres Strait Islander and Aboriginal people living in the Torres Strait region
- ▶ monitoring the effectiveness of programs for Torres Strait Islander and Aboriginal people living in the Torres Strait region, including programs conducted by other bodies
- ▶ developing policy proposals to meet national, state and regional needs and priorities of Torres Strait Islander and Aboriginal people living in the Torres Strait region
- ▶ assisting, advising and cooperating with Torres Strait Islander and Aboriginal communities, organisations and individuals at national, state, territory and regional levels
- ▶ advising 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

Under the *Aboriginal and Torres Strait Islander Act 2005*, the TSRA Board is required to establish a development plan that provides a 3–5-year strategic framework to guide the TSRA’s long-term planning and decision-making for the Torres Strait region.

The *TSRA Torres Strait Development Plan 2023–2028* outlines the TSRA Board’s regional strategic priorities and shows how they are aligned with the Australian Government’s National Agreement on Closing the Gap, including its relevant targets and Priority Reform areas. The development plan is also informed by, and aligned with, the *Torres Strait and Northern Peninsula Area Regional Plan 2009–2029*.

The TSRA’s strategic priorities are:

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

The delivery of these priorities is supported by strategic enablers – community engagement, partnerships, and capability – which provide the foundation for the TSRA to achieve its objectives. The corporate plan maps the strategic priorities across all key activities, reflecting a whole-of-agency approach to delivery.

Key activities

To deliver on our functions and achieve our purpose the TSRA has identified 10 key activities. These activities are directly aligned to the implementation of the Development Plan and are structured across 4 strategic themes.

This approach enables whole-of-agency delivery and performance measures that reach across the organisation.

The key activities for 2026–27 remain unchanged from the previous reporting year (2025–26) to maintain their alignment with the priorities of the development plan, as shown in Figure 1.

To deliver our key activities, the TSRA is structured into 8 defined program areas:

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

The program areas are supported by 2 enabling services: Finance and Corporate Services.

While the TSRA takes a whole-of-organisation approach to corporate performance, each performance measure identifies the responsible program area, to ensure clear accountability and effective monitoring.



Figure 1: Alignment of strategic themes and key activities with development priorities

Theme 1: Economic empowerment			
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.	Priority 3: Growing sustainable economies	
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: Protecting our culture			
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.	Priority 1: Strong regional partnerships and governance	
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.	Priority 2: Globally resilient communities	

Theme 3: Strengthening local 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.	Priority 1: Strong regional partnerships and governance
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.	Priority 2: Globally resilient communities

Theme 4: Investing for impact



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.	Priority 1: Strong regional partnerships and governance
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.	Priority 2: Globally resilient 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.	Priority 2: Globally resilient communities



An aerial photograph of a vibrant coral reef, showing various shades of green and blue. A large, semi-transparent purple circle is overlaid on the upper left portion of the image, serving as a background for the text.

Operating environment

**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,
and land and sea country.**

The Torres Strait region is one of Australia's most remote and complex operating environments. It spans more than 48,000 km² of land and sea country between the Australian mainland and Papua New Guinea. It includes communities on 17 inhabited islands, as well as the mainland communities of Bamaga and Seisia.

Approximately 10,700 people live across the region, in communities that vary significantly in population size, infrastructure and access to services. More than 80% of the population is Indigenous, and over 70% of residents speak a language other than English at home.

The TSRA works with 3 local government bodies – Torres Shire Council, Torres Strait Island Regional Council and Northern Peninsula Area Regional Council – supporting coordinated governance, planning and service delivery.

Remoteness shapes almost every aspect of daily life and service delivery in the Torres Strait region. The nearest major city, Cairns, is around 800 km away, accessible by a flight of nearly 2 hours from Ngurapai (Horn Island). Within the region, high airfare costs and geography mean that much personal and community travel occurs by dinghy or small boat, while some communities rely on limited fixed-wing air services or helicopter access.

Supply chains are similarly constrained. Food and essential goods are typically shipped to inner islands by barge twice weekly, while outer islands receive freight less frequently. Logistical challenges affect the availability of fresh food, building materials and household goods, and contribute to living costs that can be up to 40% higher than in Australia's urban areas.

These realities shape how the TSRA plans, partners and delivers, recognising the importance of our unique environment, culture and geography in achieving sustainable outcomes for the Torres Strait region.

Economic and geopolitical pressures

The Torres Strait is highly exposed to global fuel, food and energy markets, as almost all essential goods are imported, and fuel costs are significantly higher than elsewhere. Ongoing global fuel price volatility intensifies existing cost of living pressures and has a disproportionate impact on everyday transport, fisheries operations, freight movements, infrastructure maintenance, service delivery and household living costs. While these pressures are largely beyond regional control, they have immediate local consequences and represent a key operating risk for the TSRA.

In 2026–27, the TSRA will continue to monitor these pressures and advocate through partnership and intergovernmental channels for improved fuel affordability, strengthened transport resilience and enhanced food security solutions.

The global economic outlook over the reporting period remains uncertain, adding pressure to an already constrained regional economy. The Torres Strait continues to face longstanding structural challenges associated with remoteness, high operating and transport costs, reliance on fly-in fly-out services, and limited infrastructure.

In response, the TSRA's long-term focus remains on building regional resilience through a strong commitment to 'Growing Our Own' Aboriginal and Torres Strait Islander workforce and strengthening Indigenous enterprise capability in all that we do. This includes expanding Torres Strait Islander and Aboriginal ownership and participation in priority industries, including fisheries, tourism and the cultural sector; supporting regional business development and tertiary education pathways; and progressing implementation of the Regional Economic Investment Strategy.



Infrastructure, connectivity and technology

Much of the region's marine and essential infrastructure is approaching end of life, particularly in outer island communities. Currently, delivery challenges are compounded by global and regional supply chain disruptions, skills shortages, and rising construction and freight costs.

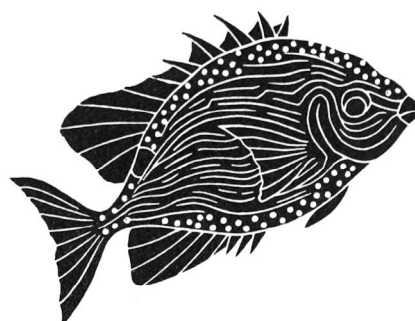
Over the reporting period, the TSRA will administer Stage 7 of the Torres Strait Major Infrastructure Programme, supporting continued regional investment in critical community infrastructure to improve health outcomes.

Digital connectivity is increasingly important for access to education, employment and essential services; however, coverage variability and vulnerability to power disruptions continue to limit reliability across the region. We are also responding to rapid global technological change – including artificial intelligence and digital systems – by aligning our education, training and employment program initiatives to future workforce needs, ensuring that Torres Strait communities are included in emerging economic opportunities.

Climate, environment and cultural resilience

Climate change continues to significantly affect the Torres Strait, with low-lying islands increasingly exposed to sea level rise, coastal erosion, tidal inundation, and more frequent extreme weather events. These impacts place growing pressure on housing, infrastructure, water security, cultural heritage, and nationally and internationally significant ecosystems. At the same time, strong cultural connections to land and sea country provide a critical foundation for community-led resilience and adaptation.

The TSRA contributes to regionwide climate change collaboration through its membership of the Torres Strait and Northern Peninsula Area Climate Resilience Centre Steering Committee. In 2026–27, the TSRA will continue to strengthen regional resilience through delivery of the *TSRA Land and Sea Management Strategy for Torres Strait 2016–2036*, working in partnership with Traditional Owners and prescribed bodies corporate to protect cultural values, support sustainable ecosystem management, and build community resilience to address increasing climate and environmental pressures.



Young people

The Torres Strait has a young population profile, with people under 25 years of age comprising nearly half of the region's residents – significantly higher than the Queensland average. This shapes the region's current and future needs and highlights the importance of supporting young people to live long, healthy and safe lives.

Developed in 2024–25 through extensive consultation, the TSRA's Zenadth Kes Youth Strategy provides a coordinated framework to support young people. The strategy will guide the delivery of youth-focused programs, initiatives and partnerships over the life of this corporate plan.



Photo courtesy of Lewis Bin Doraho
(Lewis James Media)

Closing the Gap and government priorities

The Australian Government's National Agreement on Closing the Gap is the central policy framework shaping the TSRA's operating environment and is directly reflected in our portfolio budget statements. The TSRA advances Closing the Gap in partnership with Torres Strait Islander and Aboriginal people of the region, supporting shared decision-making and a strong, self-determined Indigenous voice in regional governance.

This commitment is articulated through the *TSRA Torres Strait Development Plan 2023–2028*, which aligns regional priorities with relevant Closing the Gap targets and Priority Reform areas. All key activities outlined in this corporate plan are aligned to the development plan (see Figure 1) and contribute to Closing the Gap outcomes at the regional level. Performance will be reported through the 2026–27 annual report and monitored via the TSRA performance framework (see Figure 6), ensuring consistent tracking, transparency and accountability.

The TSRA's approach reflects Closing the Gap Priority Reform 3 – Transforming Government Organisations and is embedded in our governance and operating model. Led by a democratically elected Aboriginal and Torres Strait Islander board, and supported by a workforce that is 84% Indigenous, the TSRA embeds Indigenous leadership authority and lived experience in decision-making and delivery.

This significantly exceeds the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–2024* target of 5% Indigenous representation in the Australian Public Service (APS), demonstrating the TSRA's leadership in advancing a culturally strong, representative workforce.



Working in partnership

Operating in one of Australia's most remote and unique regions, the TSRA relies on strong cooperation with other organisations, as shown in Figure 2, to achieve its purpose and deliver its statutory functions under the *Aboriginal and Torres Strait Islander Act 2005*.

At the core of our approach are strong partnerships with Torres Strait Islander and Aboriginal people living in the region, through which community voices actively shape decision-making, planning and co-designed program development. The TSRA works collaboratively and partners with Australian, Queensland and local government bodies, as well as non-government organisations, community

organisations, scientific and research organisations, and businesses and artists, to deliver shared outcomes for the region.

The TSRA maintains a range of formal and ongoing cooperative arrangements – many supported by memorandums of understanding – to enable coordinated planning, shared delivery and joint outcomes across the region. These arrangements involve organisations that make a significant contribution to achieving the TSRA's purpose through cooperation. Figure 3 provides details, in line with section 16E(2) item 4(d) of the Public Governance, Performance and Accountability Rule 2014.

Figure 2: TSRA stakeholders

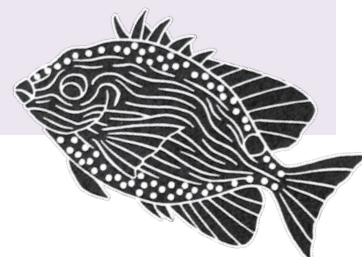
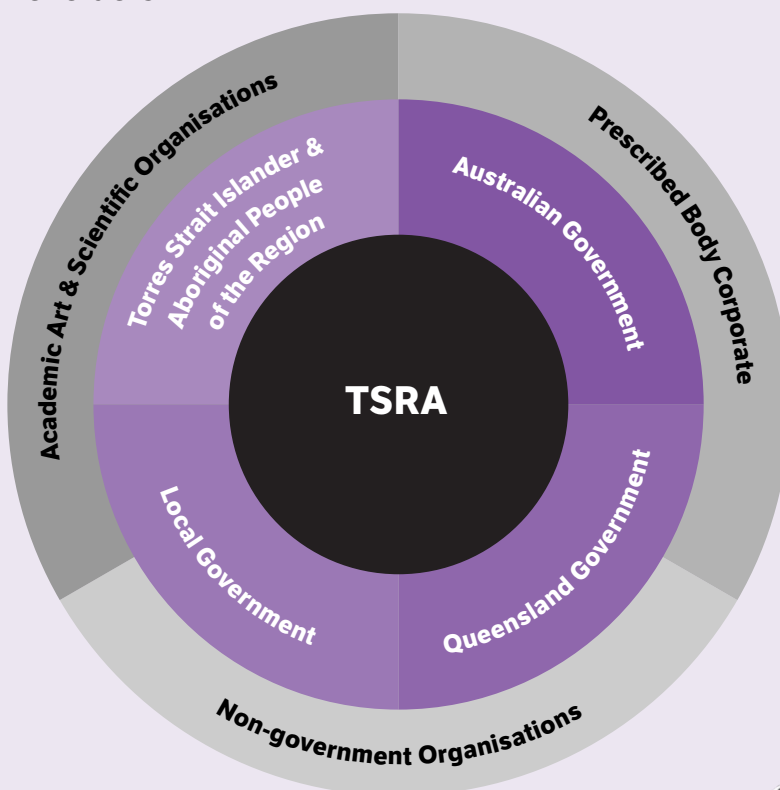
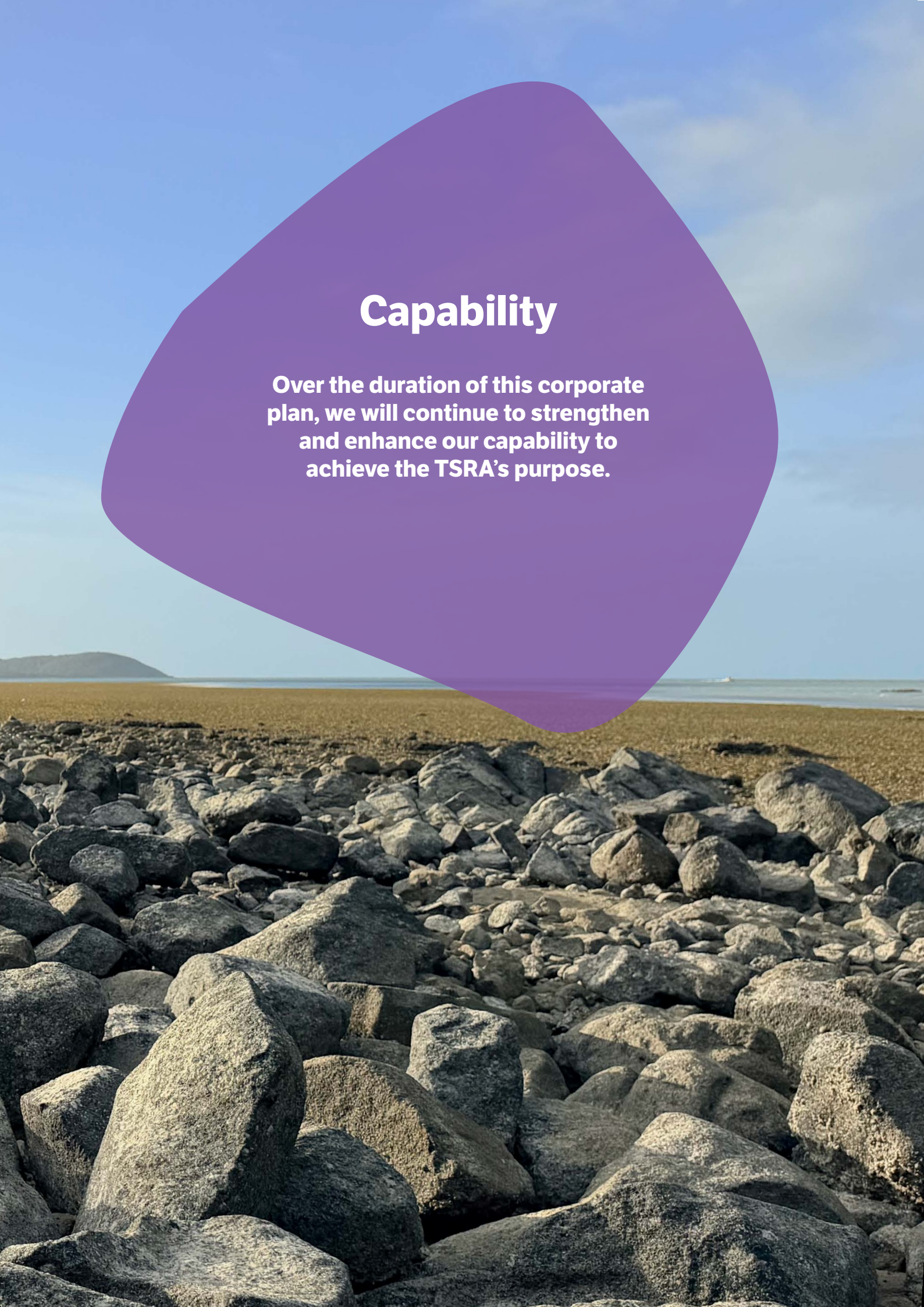


Figure 3: Partners in TSRA cooperative arrangements

Organisation type	Purpose of partnerships	Key stakeholders
Australian Government	To align regional priorities and inform national policy affecting our region; secure and coordinate investment; and support the delivery of Commonwealth programs.	▶ Australian Fisheries Management Authority ▶ Department of Agriculture, Fisheries and Forestry ▶ Department of Climate Change, Energy, the Environment and Water¹ ▶ Indigenous Business Australia¹ ▶ National Indigenous Australians Agency
Queensland Government	To coordinate policy, funding and service delivery arrangements that support regional infrastructure, economic development, environmental management, fisheries management and sector-specific priorities aligned to Torres Strait community needs.	▶ Queensland Department of Local Government, Water and Volunteers ▶ Queensland Department of Primary Industries ▶ Queensland Department of Sport, Racing, Olympic and Paralympic Games¹
Local government	To enable coordinated regional planning, infrastructure investment, and delivery of essential services, including Major Infrastructure Program (Stage 7) and environmental health outcomes, across Torres Strait communities.	▶ Northern Peninsula Area Regional Council¹ ▶ Torres Shire Council¹ ▶ Torres Strait Island Regional Council¹
Non-government organisations and businesses	To strengthen Indigenous economic empowerment and business opportunities, cultural governance and Traditional Owner authority by supporting enterprise development and community-led decision-making.	▶ Cairns Indigenous Art Fair¹ ▶ Community Enterprise Queensland¹ ▶ Gur A Baradharaw Kod Torres Strait Sea and Land Council¹ ▶ NRM Regions Queensland ▶ Prescribed bodies corporates
Education and training providers	To build regional capability and leadership through education, training and leadership pathways that support youth development, workforce participation and long-term economic and social outcomes.	▶ Australian Rural Leadership Foundation ▶ TAFE Queensland ▶ Tagai State College¹
Cultural, research and academic institutions	To strengthen best practice and culturally respectful engagement and research directed by Torres Strait priorities.	▶ A range of institutions engaged through collaborative research and advisory arrangements.

¹ This stakeholder has an arrangement with the TSRA that is supported by a memorandum of understanding.





Capability

Over the duration of this corporate plan, we will continue to strengthen and enhance our capability to achieve the TSRA's purpose.

Workforce

During 2026–27, the TSRA will strengthen its leadership cohort and address workforce capability requirements and gaps by developing a comprehensive First Nations workforce strategy. A key focus is on developing, maintaining and increasing local First Nations representation within the workforce, and ensuring that we have the skills and capability necessary to achieve our objectives.

We operate from offices on Waiben (Thursday Island), along with ranger offices on all inhabited outer islands, and a small satellite office in Cairns.

The TSRA was funded for an average staffing level of 165 positions in the 2026–27 Budget. At 1 July 2026, the TSRA had a workforce of 160 employees, with 45% working on land and sea management activities, 92% in the Torres Strait region and 8% in Cairns.

Growing our own

The TSRA is proud of its diverse workforce representation, with 84% of employees identifying with First Nations descent, as shown in Figure 4. At 1 July 2026, First Nations staff make up 44% of TSRA Executive Level 1 staff and 44% of Executive Level 2 staff.

Figure 4: TSRA workforce



The *Torres Strait Regional Authority Torres Strait Islander and Aboriginal Recruitment and Career Development Strategy 2021–2024* has provided a strong foundation for the recruitment, retention and development of Torres Strait Islander and Aboriginal employees. Since the strategy was introduced, the proportion of the TSRA workforce identifying as Torres Strait Islander or Aboriginal has increased from 76% to 84%. Building on this progress, the TSRA will continue efforts to strengthen career pathways and increase representation of First Nations staff at Executive Level 1 and above.

The TSRA actively works towards achieving increased First Nations employment in future years, while ensuring that the board is supported by employees with the requisite skills and experience to deliver on the development plan. In 2026–27, the TSRA will focus on strengthening the specialised capability and skills of its workforce across all programs by supporting staff to access tertiary pathways, accredited training and qualifications, and targeted professional development.



Workforce planning

As part of its workforce planning, the TSRA recognises that operating in a highly remote region presents ongoing challenges in attracting and retaining specialist skills. To address this, the TSRA will continue to focus on building internal capability, while strengthening leadership capability across the workforce.

Strategic Commissioning Framework

The TSRA operates in line with the APS Strategic Commissioning Framework. Core work is done in house in most cases, and any outsourcing is minimal and aligns with the limited circumstances permitted under the framework.

The TSRA defines 'core work' as that which incorporates the work of our program areas and critical corporate support services. As required by the APS Strategic Commissioning framework for 2026–27, the TSRA has identified the following job families as core work:

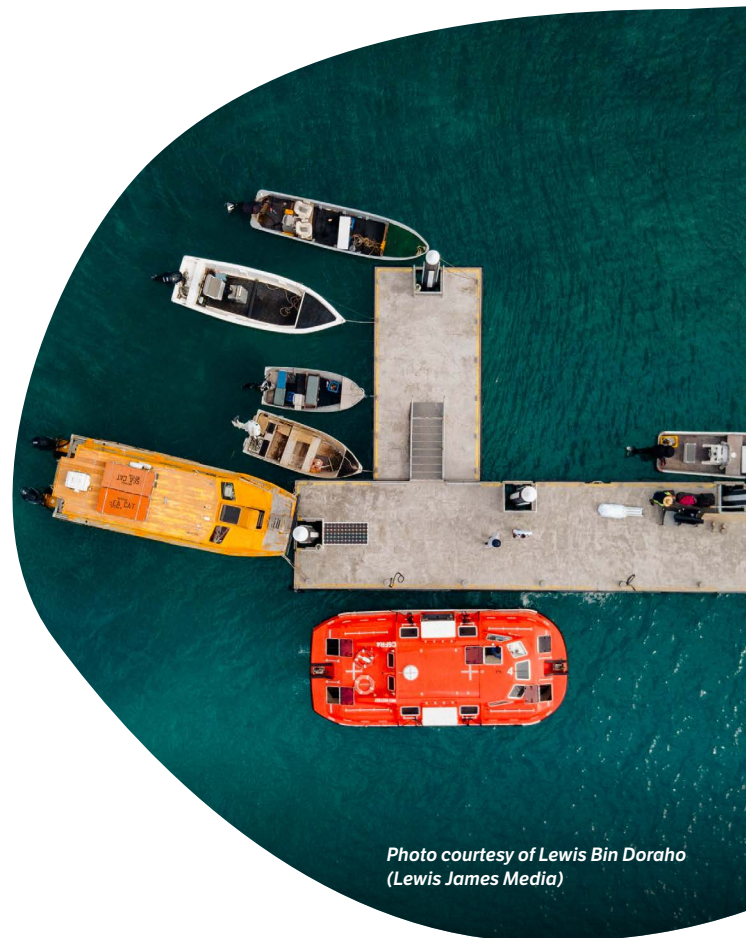
- ▶ Program, Project Management and Service Delivery roles, which account for over two-thirds of our APS workforce, and cover activities undertaken by our programs
- ▶ corporate support and finance functions that are largely undertaken across the Accounting and Finance; Communications and Marketing; ICT and Digital Solutions; and Human Resources job families.

In 2026–27, the TSRA will continue to embed the framework and strengthen capability to deliver core work in-house. Actions to strengthen capability will be aligned with our broader Growing Our Own strategy, supporting the development of internal capability to deliver core work.

Integrity

Our role in enabling the self-determination and aspiration of Aboriginal and Torres Strait Islander 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 corporate plan period, our information technology (IT) investment will reinforce the ongoing integrity of our systems.



*Photo courtesy of Lewis Bin Doraho
(Lewis James Media)*



Infrastructure

The TSRA is located across 16 remote island locations, with a small number of staff operating from Cairns. Our 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 Waiben (Thursday Island) and Ngurapai (Horn Island).

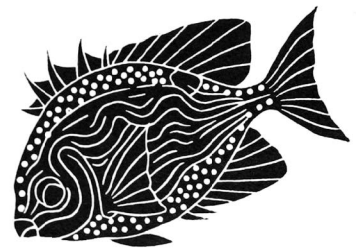
We continue to roll out our strategy for the active and efficient maintenance of the TSRA-owned facilities and staff housing. This work is ongoing and will continue into 2026–27 to maximise efficiencies.

We seek continuous improvement in the management of our property portfolio to maximise value for money through the proactive scheduling of maintenance and capital works. With its dispersed property portfolio, the TSRA may incur additional expenses and costs associated with remote maintenance or capital improvements 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 the TSRA Cyber Security Policy, we aim to strengthen technical expertise and capabilities to mature our capability and alignment with the Australian Government's Essential Eight cyber security framework.

In 2026–27, we will continue to focus on addressing cyber vulnerability in externally hosted systems and maintaining cyber security controls and ongoing environmental scanning more generally, to mitigate cyber security incidents. In addition, the TSRA will focus on further building staff awareness sessions to reinforce cyber security measures across the organisation.



The background of the slide is a close-up photograph of a coral reef. The coral is primarily a vibrant orange-brown color with a complex, branching, and polyp-like structure. In the lower right corner, there is a distinct patch of lighter, greyish-white coral. The entire image is partially covered by a semi-transparent purple oval that serves as a container for the text.

Risk management and oversight

Risk management is a shared responsibility. All TSRA staff, regardless of role or level, are expected to identify, assess, escalate and manage risks in the course of their work.

The TSRA Board and Audit Committee provide oversight of the risk management framework and are committed to strengthening organisational risk culture and capability, including through targeted risk management training and continuous improvement activities.

Risk management framework

The TSRA's risk management framework is established through our Accountable Authority Instructions and operationalised through the TSRA Risk Management Policy, which sets out the organisation's risk appetite and tolerance, and clearly defines roles and responsibilities for managing risk across the organisation.

In 2025–26, the TSRA undertook a comprehensive review of the framework, including the organisational risk profile and strategic and program-level risk registers. In 2026–27, we will focus on embedding improved risk reporting and assurance practices and further strengthening risk awareness and capability across the organisation to support effective decision-making and delivery of priorities.

Risk appetite

The goal of risk management in the TSRA is to ensure that we appropriately balance 2 outcomes:

- ▶ adopting innovative approaches that improve outcomes for Torres Strait communities while ensuring the efficient, effective, ethical and economical use of government resources
- ▶ delivering impact through effective work practices that uphold safety, including cultural and psycho-social safety, for employees, 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 innovate to achieve our outcomes.

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

Enterprise risks

Figure 5 sets out our strategies to manage risks with potential to impact the TSRA across the organisation.

From 2026–27, in line with the Australian Government's Commonwealth Climate Disclosure initiative, the TSRA will publish its first climate risk disclosure as part of its annual report, supporting a proportionate and phased approach to identifying and managing climate-related risks and opportunities.

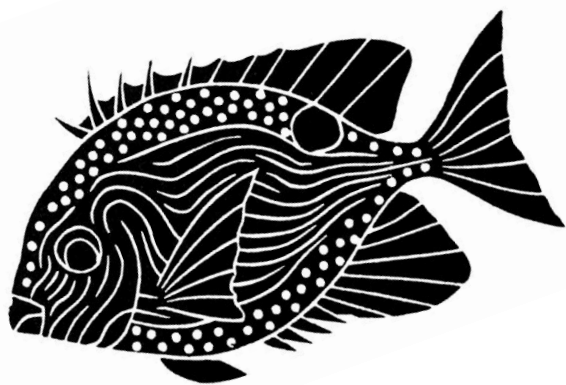


Figure 5: Enterprise risk management

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-term 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	▶ Effective performance management processes ▶ Workforce and succession planning ▶ Professional development and training opportunities ▶ Study assistance support ▶ Census action plan
Inability to respond effectively to emerging priorities or changes to the operating environment	▶ Strengthening executive leadership capability to work in an uncertain and ambiguous working environment ▶ Encouraging innovation and engaging with risk ▶ Ensuring 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	▶ Cultural competency training opportunities for TSRA employees (including all Executive Level 2 staff) as part of the on-boarding process ▶ Effective community engagement processes ▶ Feedback mechanisms to ensure that community has a voice ▶ Effective communication, media and change management strategies
Reputational damage due to failure or misuse of assets and resources	▶ Regular training regarding financial, asset and credit card policies ▶ Effective recruitment policy and pre-employment personnel checks
Funding changes or project over-expenditure resulting in resourcing constraints and reduced opportunities	▶ Program plans in place ▶ Effective management of performance against budgets through the Audit Committee and Program Steering Committee ▶ Budget and expense reporting including robust project management and costing tools
Unsafe work environment or security incident impacting staff safety and wellbeing	▶ Work health and safety (WHS) policy and procedures for incident and risk management ▶ Regular training and education ▶ WHS committee ▶ WHS audit and checks
Information and communications technology interruption or data compromise	▶ Cyber security risk mitigation and compliance with Australian Cyber Security Centre standards ▶ Information and communications technology security policies and procedures ▶ Business continuity plans in place and regularly reviewed





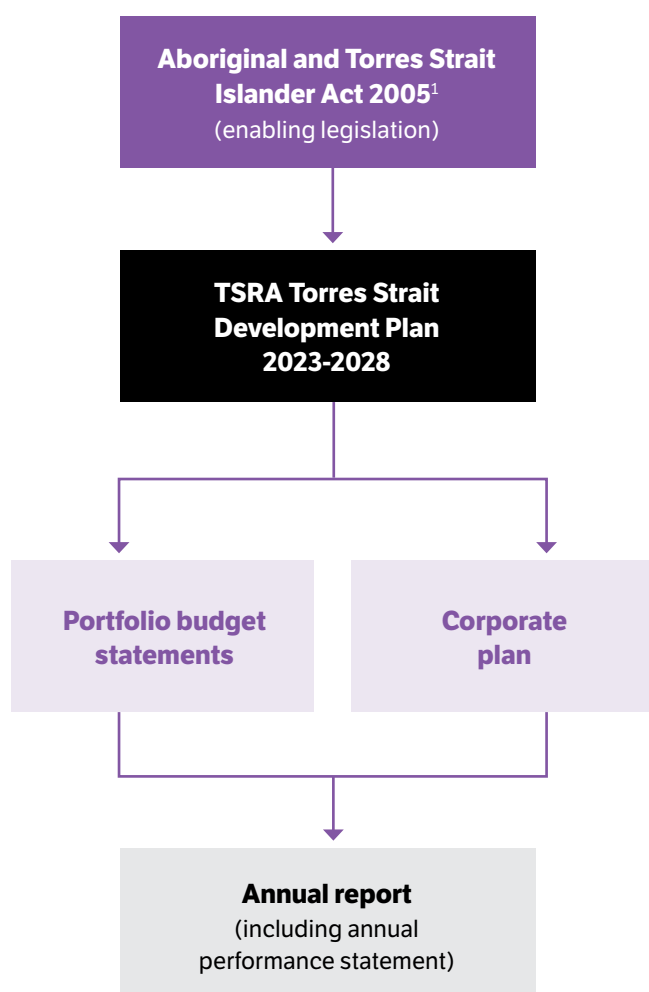
Performance

The TSRA's purpose, which aligns with our single portfolio outcome, 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's performance framework, shown in Figure 6, underpins the performance information set out in this corporate plan. Our framework is aligned with Australian Government best practice and the requirements of the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

Figure 6: TSRA performance framework, 2026–27



1. *Public Governance, Performance and Accountability Act 2013* establishes the TSRA's planning, performance and reporting requirements.

Monitoring and reporting

Performance against the measures in this corporate plan will be monitored through quarterly review by the TSRA Administration's Program Steering Committee, and reporting to the Audit Committee and the TSRA Board. This approach enables us to track progress throughout the year and make informed adjustments to our work where required to ensure that objectives are met. Performance results are reported annually through the annual performance statement in the TSRA annual report.

The TSRA continues to refine and enhance its performance reporting as part of our ongoing continuous improvement to better reflect the nature of our work and clearly demonstrate the outcomes achieved. This supports our obligations under the *Public Governance, Performance and Accountability Act 2013* and recognises that TSRA funding and activities are directed toward achieving positive change and contributing to broader long-term regional outcomes, including Closing the Gap targets.

Embedding consistent accountability and reporting frameworks across the corporate plan remains a priority, supporting more effective performance measurement while minimising duplication of reporting effort.



Measurement approach

The TSRA is committed to the ongoing strengthening of its performance approach. For 2026–27, we have improved performance measurement by shifting from predominantly output-focused measures to measures with an increased emphasis on effectiveness and outcomes, supported by embedded internal data collection and evaluation capability.

Several performance measures have been amended since the 2025–26 corporate plan, to improve clarity, alignment and maturity in tracking progress against the *TSRA Torres Strait Development Plan 2023–2028*. Overall, the TSRA has 31 performance measures in 2026–27, reduced from 40 in 2025–26 to focus and streamline performance reporting. The details for each change are summarised in Appendix A: Changes to performance information.

We use a mix of qualitative and quantitative measures and data sources to accurately assess the achievement of our measures. As data collection and analysis have matured over previous reporting years, several measures have transitioned from baseline indicators to defined targets.

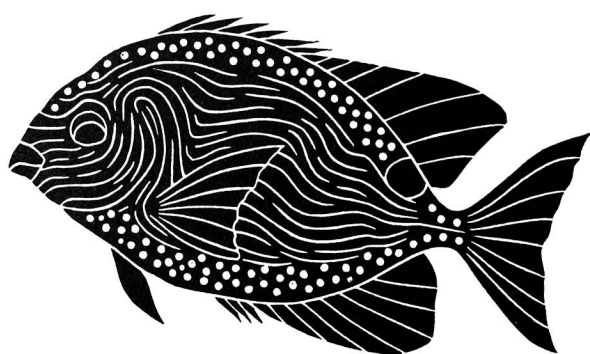
Our performance measure profiles include details of how we measure progress in achieving our purpose through our key activities. They identify:

- ▶ **performance measures** – intended results that we will measure and assess progress towards, within each of our key activities
- ▶ **targets** – specific criteria we will measure success against, over time
- ▶ **methodologies** – how we will measure results
- ▶ **data sources** – the information we will use.

In reporting against the measures in the annual performance statement for 2026–27, we will rate achievement in the reporting period on the following scale:

- ▶ **Achieved** – the TSRA delivered the performance measure and/or target
- ▶ **Substantially achieved** – the achieved result was within 5% of the target or was achieved in full but not within the target timeframe
- ▶ **Partially achieved** – the achieved result was within 25% of the target
- ▶ **Not achieved** – the performance measure and/or target was not met.

Where a performance measure includes more than one target, each target is weighted equally, unless otherwise specified within the measure's profile. These weightings are used to determine overall achievement of the performance measure.



Performance measures

Photo courtesy of Lewis Bin Doraho (Lewis James Media)

Theme 1: Economic empowerment



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.

Performance measure **1.1.1 Strengthen Torres Strait Islander arts and culture-based economies by supporting the development and sustainability of Indigenous-owned enterprises that embed cultural knowledge, artistic practice, and heritage stewardship**

Target 2026–27

Grow the number of culturally led cultural and tourism experiences that deliver Torres Strait Islander cultural content and are supported through TSRA investment or facilitation

Target 2027–28

As per 2026–27

Target 2028–29

As per 2026–27

Target 2029–30

To be updated with revised Culture, Art and Heritage strategic plan

Methodology

Count of artists, practitioners, businesses and grants supported, with qualitative assessment of Culture, Art and Heritage/Gab Titui Cultural Centre opportunities and outcomes

Data source

Artist register, sales and artist payment data, project deliverables, SmartyGrants data

Program area

Culture, Art and Heritage

Performance measure	1.1.2 Investment in increasing capacity of Indigenous fishers to participate in commercial fishing		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Offer grants, including the Wapil Assets Replacement Grant, to support commercial fishers to strengthen and grow their businesses through improved vessel operations, seafood processing and cold storage infrastructure	No target – funding ceases on 30 June 2027	No target	No target
Improve safety of commercial fishing vessels by granting a minimum of 30 safety kits			
Provide training to improve quality of food standards and safety standards in at least 3 communities			
<i>Methodology</i>	Quantitative analysis of count of Traditional Inhabitant Boat (TIB) licenced fishers, count of community members who have participated in training, count of grants, harvest/catch records		
<i>Data source</i>	Australian Fisheries Management Authority catch records and licence register, SmartyGrants data, attendance records from training offered		
<i>Program area</i>	Fisheries		

Performance measure	1.1.3 Impactful advocacy for 100% Indigenous ownership of the Torres Strait Tropical Rock Lobster (TRL) fishery		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Seek external funding support to purchase Tropical Rock Lobster (TRL) quota	Increase TIB-owned TRL quota by 1%	Increase TIB owned TRL quota by 1%	Increase TIB owned TRL quota by 1%
Monitor interest and engage with licence holders regarding potential sale of TRL quota			
<i>Methodology</i>	Funds raised for quota acquisition and qualitative assessment of engagement and advocacy with non-Torres Strait Islander licence holders Percentage change in Torres Strait-owned TRL quota		
<i>Data source</i>	TSRA financial records, licence holder data, engagement records		
<i>Program area</i>	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.

Performance measure	1.2.1 Strengthen internal capability in arts and culture management to enable effective delivery of Culture, Arts and Heritage program priorities		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Deliver at least 3 targeted capability-building initiatives annually to strengthen internal skills in arts and culture management, with documented participation and outcomes	As per 2026–27	As per 2026–27	To be updated with revised TSRA Culture, Art and Heritage strategic plan
<i>Methodology</i>	Count of the number of staff supported to become qualified and accredited with industry specific skills		
<i>Data source</i>	Training and accredited certification records		
<i>Program area</i>	Culture, Art and Heritage		
Performance measure	1.2.2 You Sabe Business Training Workshops develop participants' business acumen and awareness of available tools and resources		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
40 participants completing business workshops Evidence of participants reporting an increase in business knowledge and skill	Increase or maintain	As per 2027–28	As per 2027–28
<i>Methodology</i>	Count of participants enrolling in/completing workshops Qualitative review of pre- and post-workshop surveys		
<i>Data source</i>	Participant attendance records and evaluation surveys		
<i>Program area</i>	Economic Development		



Performance measure	1.2.3 Local businesses are supported to attend external business workshops and other economic development opportunities		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
5 businesses supported to attend workshops and conferences, with participating businesses reporting an increase in awareness of opportunities	Increase or maintain	As per 2027–28	As per 2027–28
Methodology	Count of businesses attending workshops and conferences. Qualitative review of surveys		
Data source	Participant attendance records and evaluation surveys		
Program area	Economic Development		
Performance measure	1.2.4 Provision of Business Growth Packages to enable locally owned businesses to start or expand		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
2 Business Growth Packages approved	Increase or maintain	As per 2027–28	As per 2027–28
New employment positions supported through approved Business Growth Packages			
Participating businesses reporting increased growth and job sustainability			
Methodology	Count of approved applications and positions created or sustained Qualitative review of surveys/interviews		
Data source	Business Growth Package records Grant/loan performance reports Surveys/interviews		
Program area	Economic Development		



Performance measure	1.2.5 Growing Our Own Tagai Transitions Maritime Pathways Project supports Year 12 students to obtain entry-level qualifications for maritime or commercial fishing industries		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Number of students commencing and completing a course (baseline)	Increase or maintain	As per 2027–28	As per 2027–28
Percentage of course graduates reporting employment readiness (baseline)			
<i>Methodology</i>	Count of students commencing and completing a course Qualitative review of feedback surveys		
<i>Data source</i>	Grant performance reports Evaluation surveys		
<i>Program area</i>	Economic Development		
Performance measure	1.2.6 Business mentoring supports the creation/growth of Torres Strait businesses		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
6 people mentored, with supported businesses reporting an increase in business capability (baseline)	Increase or maintain	As per 2027–28	As per 2027–28
<i>Methodology</i>	Count of students commencing and completing mentoring course Qualitative review of feedback surveys		
<i>Data source</i>	Grant performance reports Evaluation surveys		
<i>Program area</i>	Economic Development		



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

Performance measure	1.3.1 TSRA-controlled/funded infrastructure projects reflect community needs and aspirations		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Major Infrastructure Program (MIP) Stage 7 is delivered in alignment with community priorities and 100% of investment contributes to Closing the Gap outcomes .	As per 2026-27	As per 2026-27	As per 2026-27
TSRA controlled/ funded infrastructure projects, including Seawalls Stage 2, demonstrate evidence of consultation and engagement with communities, councils and regional stakeholder.	As per 2026–27	Infrastructure planning and delivery reflect ongoing community engagement and application of lessons learned from completed infrastructure evaluations	As per 2028–29
<i>Methodology</i>	Proportion of active TSRA-controlled and funded infrastructure projects demonstrating documented consultation and engagement with relevant stakeholders. Assessment supported by qualitative analysis of project documentation.		
<i>Data source</i>	Records of engagement and coordination meetings with local councils, state partners and contracted providers delivering TSRA infrastructure investments. MIP7 Technical Management Committee reports Seawalls Stage 2 Interim Evaluation Report (2026–27) Seawalls Stage 2 Final Evaluation Report (2027–28)		
<i>Program area</i>	Regional Infrastructure Program		
Performance measure	1.3.2 Implementation of Regional Economic Investment Strategy (REIS) Phase 2		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
REIS Phase 2 activities delivered in line with the implementation plan Baseline 2026–27 established	Future targets to be set following review of implementation plan baseline data		
<i>Methodology</i>	Count of actions completed against implementation plan		
<i>Data source</i>	Program report		
<i>Program area</i>	Economic Development		



Theme 2: Protecting our culture



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.

Performance measure	2.1.1 Evidence of the impact of TSRA-supported initiatives to strengthen, preserve and sustain traditional culture and heritage		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Establish and implement an annual process to capture and report evidence of impact from TSRA-supported initiatives, including case studies, qualitative feedback, or evaluation data.	As per 2026–27	As per 2026–27	To be updated with revised TSRA Culture, Art and Heritage Strategic Plan.
<i>Methodology</i>	Qualitative analysis of the contribution of these initiatives in supporting participation and sustainability over time.		
<i>Data source</i>	Smarty Grants, Public Programs Report, Project Initiatives Administrative Data, Stakeholder Register		
<i>Program area</i>	Culture, Art and Heritage		

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.

Performance measure	2.2.1 Natural resource management activities are informed by, and carried out in accordance with, the TSRA land and sea strategy 2016–2036		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
>90% of projects align with the land and sea strategy	>95% of projects align with the land and sea strategy	>97% of projects align with the land and sea strategy	>100% of projects align with the land and sea strategy
<i>Methodology</i>	Qualitative analysis of workplan deliverables		
<i>Data source</i>	Land and Sea Management Unit (LSMU) Work Planner database		
<i>Program area</i>	Environmental Management		



Performance measure	2.2.2 Natural resource management activities are co-designed and co-delivered with community			
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30	
Ranger and technical team workplans are co-designed and co-delivered with community to protect land, sea, and cultural values >90% of targets are achieved.	As per 2026–27	As per 2026–27	As per 2026–27	
Methodology	Quantitative and qualitative analysis of LSMU Work Planner database.			
Data source	LSMU Work Planner database			
Program area	Environmental Management			
Performance measure	2.2.3 Critical resources are secured to ensure the Environmental Program can continue delivering outcomes per the TSRA land and sea strategy 2016–2036			
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30	
An independent evaluation of the LSMU is completed to assess cultural, environmental, workforce, and governance performance against the TSRA land and sea strategy 2016–2036, including forward costings modelling External funding is secured to support delivery of the Torres Strait crown-of-thorns eradication project	Resourcing is secured to ensure program continuity and ongoing delivery of the TSRA land and sea strategy 2016–2036.	Ongoing funding is secured to continue the Torres Strait Indigenous Ranger Program External funding is secured to support delivery of Sea Country projects	Resourcing is secured to ensure program continuity and ongoing delivery of the TSRA land and sea strategy 2016–2036.	
Methodology	Quantitative and qualitative analysis of external grant contracts and LSMU evaluation report			
Data source	LSMU evaluation report; end of year financial reports			
Program area	Environmental Management			



Performance measure	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		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
At least 4 TSRA-led policy representations, submissions, or advisory engagements per year.	As per 2026–27	As per 2026–27	As per 2026–27
<i>Methodology</i>	Count of TSRA-led policy representations, submissions or advisory engagements		
<i>Data source</i>	Meeting schedules, agendas, attendance records and submissions relating to advocacy engagements		
<i>Program area</i>	Governance and Leadership		



Theme 3: Strengthening local 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.

Performance measure	3.1.1 Strengthened Torres Strait leadership presence through TSRA engagement in regional and international forums		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Active participation in Joint Advisory Council bilateral Torres Strait Treaty processes, with practical delivery of agreed initiatives	As per 2026–27	As per 2026–27	As per 2026–27
<i>Methodology</i>	Qualitative analysis of meeting and engagement records Annual case study on practical initiatives		
<i>Data source</i>	Meeting and engagement records		
<i>Program area</i>	Governance and Leadership		
Performance measure	3.1.2 Improved access to and participation in leadership development pathways for Torres Strait Islander and Aboriginal community members across the Torres Strait region		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Increased number of participants engaged in TSRA-invested leadership development programs compared to the previous year	As per 2026–27	As per 2026–27	As per 2026–27
Increased number of Torres Strait and Northern Peninsula Area communities represented in TSRA-invested leadership development programs compared to the previous year			
<i>Methodology</i>	Participation numbers will be measured by comparing the total number of participants supported through TSRA-invested leadership development programs in each reporting year against the total in the previous year. Community representation will be measured through a year-on-year comparison of the number of distinct Torres Strait and Northern Peninsula Area communities represented by participants in TSRA-invested leadership development programs.		
<i>Data source</i>	Scheduled TSRA grants/agreement performance report – Australian Rural Leadership Foundation Scheduled TSRA grants/agreement performance report – local schools		
<i>Program area</i>	Governance and Leadership		



Performance measure	3.1.3 TSRA Board provides strong, community led engagement to drive outcomes in line with the TSRA Development Plan			
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30	
Demonstrated regular engagement of board members in elected wards	As per 2026–27	As per 2026–27	As per 2026–27	
At least 4 board training and strategic planning sessions annually				
Methodology	Count of reported community engagement activities undertaken by TSRA Board members within their elected wards			
	Count of board training or strategic planning sessions held annually			
Data source	Board engagement schedules, activity reports, and community engagement records			
	TSRA Board training schedule and training attendance records			
Program area	Governance and Leadership			
Performance measure	3.1.4 The TSRA and Torres Strait communities are represented on Protected Zone Joint Authority (PZJA) management advisory committees			
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30	
Torres Strait communities are informed early on PZJA outcomes and related activities	As per 2026–27	As per 2026–27	As per 2026–27	
Methodology	Qualitative analysis of briefing support provided to PZJA Committee members			
	Confirmation that briefing papers are provided at least 10 working days in advance of a meeting			
Data source	TSRA briefing papers			
	TSRA records of dates when papers and briefings were provided, Confirmation and attendance records of community meetings held by management advisory committee members			
Program area	Fisheries			



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.

Performance measure	3.2.1 Torres Strait Islander and Aboriginal people from the region are supported to access and continue university education pathways		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Increased number of students reapply for the TSRA's Assistance with Tertiary Education Scheme (ATES) funding for subsequent years of study	As per 2026–27	As per 2026–27	As per 2026–27
<i>Methodology</i>	Returning applicant rates will be measured by comparing the numbers of students who received ATES funding in a reporting year and subsequently submitted a valid application for funding in a following year of study.		
<i>Data source</i>	SmartyGrants reports		
<i>Program area</i>	Governance and Leadership		
Performance measure	3.2.2 The safety, wellbeing and access to holistic services and interventions for Torres Strait Islander and Aboriginal children and youth living in our region are ensured, especially for those in contact with the criminal justice and child protection systems		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
The TSRA participates in at least 6 stakeholder meetings to leverage opportunities to drive collaboration between agencies to address service gaps	As per 2026–27	As per 2026–27	As per 2026–27
The TSRA makes at least 2 advocacy submissions to government			
<i>Methodology</i>	Qualitative and quantitative assessment of TSRA administrative data		
<i>Data source</i>	TSRA briefing papers, submissions and SmartyGrants records		
<i>Program area</i>	Safe Communities		



Performance measure 3.2.3 A regional approach to holistic youth support exists			
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Work with community and government partners and stakeholders to drive implementation of the Zenadth Kes Youth Strategy	Monitor and evaluate implementation of the Zenadth Kes Youth Strategy Establish baseline data and reporting mechanisms to measure progress	Monitor and evaluate implementation of the Zenadth Kes Youth Strategy	As per 2028–29
The TSRA funds at least 4 community-led projects addressing critical youth needs across the region	Support at least 4 community-led projects that align with the Zenadth Kes Youth Strategy and address critical youth needs across the region	As per 2027–28	As per 2027–28
The TSRA participates in at least 6 cross-agency forums or meetings involving government agencies and partners	Continue to strengthen coordinated cross-sector partnerships through participation in at least 6 cross-agency collaboration meetings with government agencies and partners	Drive coordinated cross-sector partnerships through participation in at least 6 cross-agency collaboration meetings with government agencies and partners.	As per 2028–29
<i>Methodology</i>	Qualitative and quantitative assessment of TSRA administrative data		
<i>Data source</i>	TSRA briefing papers, submissions and SmartyGrants records		
<i>Program area</i>	Safe Communities		



Theme 4: Investing for impact



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.

Performance measure

4.1.1 The TSRA leverages strategic partnerships in community, and with non government organisations, tertiary and other research institutions, the private sector, and others

Target 2026–27

Maintain/increase number of impactful memorandums of understanding

Demonstrate, through at least 2 case studies, how priority partnerships are actively leveraged to enable TSRA data, policy advice or community aspirations to inform regional investment discussions and planning

Target 2027–28

As per 2026–27

Target 2028–29

As per 2026–27

Target 2029–30

As per 2026–27

Methodology

Priority strategic partnerships reviewed annually to ensure alignment with Torres Strait priorities and evidence of active use during the reporting period

Advocacy effectiveness demonstrated through at least 2 case studies per year showing how partnerships have been leveraged to contribute TSRA data, policy advice or community priorities to decision-making, investment or planning outcomes, rather than the existence of partnership agreements alone

Data source

Partnership agreements (including memorandums of understanding or collaboration agreements, where applicable)

Advocacy case study documentation supported by evidence such as briefing notes, submissions, or joint correspondence demonstrating TSRA input

Program area

All programs



Performance measure	4.1.2 The TSRA maintains strategic relationships across state and federal governments to support effective advocacy		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Deliver coordinated annual advocacy with priority state and federal ministers, shadow ministers and senior officials, and hold at least 2 engagements per year with the state (Cook) and federal (Leichhardt) members of parliament	As per 2026–27	As per 2026–27	As per 2026–27
Methodology	Combination of quantitative engagement counts and qualitative records confirming advocacy with priority State and federal ministers, members and senior officials		
Data source	Chief executive officer and Chairperson engagement register Meeting schedules, agendas, attendance records and action items relating to advocacy engagements		
Program area	All programs		
Performance measure	4.1.3 Data and evidence support strategic decision-making and reporting against Closing the Gap targets		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Further develop and embed Closing the Gap reporting frameworks by developing an evaluation framework	Future targets to be confirmed in 2026–27, following completion of the framework		
Methodology	Achievement will be measured through the development of a TSRA evaluation framework aligned to the Closing the Gap reporting framework, and its integration into planning and performance reporting processes		
Data source	TSRA evaluation framework		
Program area	Governance and Leadership		



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.

Performance measure	4.2.1 The Torres Strait is effectively represented at local/state/national hearings, inquiries, forums and in the development of/contribution to evidence-based submissions on cross-sector issues affecting housing supply, overcrowding and homelessness		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Participation in at least 2 local, state, or national hearings, inquiries, forums or evidence-based submissions	As per 2026–27	As per 2026–27	As per 2026–27
<i>Methodology</i>	Count of representations or submissions		
<i>Data source</i>	Meeting schedules, agendas and submissions relating to advocacy engagements		
<i>Program area</i>	All programs		
Performance measure	4.2.2 Supporting home ownership by offering concessional home loans and financial literacy workshops to prepare for home ownership		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
1 home loan per year	Increase or maintain	Increase or maintain	Increase or maintain
Number of participants attending workshops (baseline)			
Number of participants reporting an increased awareness in home ownership readiness (baseline)			
<i>Methodology</i>	Counts of approved home loans and attendance at workshops Quantitative and qualitative review of surveys		
<i>Data source</i>	Loan Data Reporting Records Participant Attendance Records and evaluation forms.		
<i>Program area</i>	Economic Development		



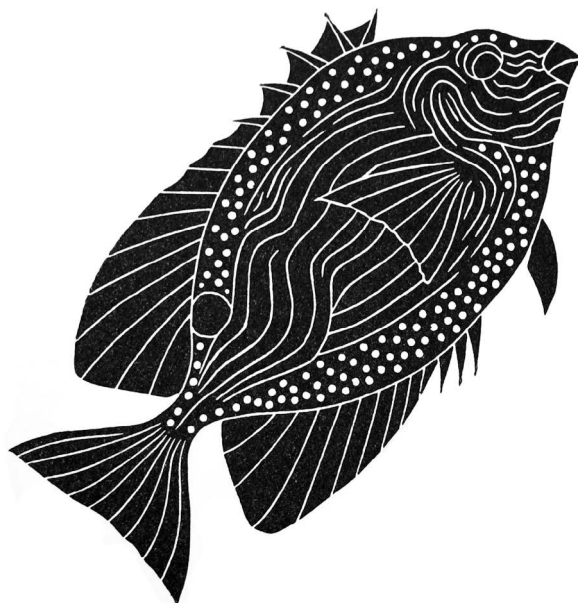
Key activity 4.3

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.

Performance measure	4.3.1 Torres Strait Islander and Aboriginal people in our region have access to appropriate and culturally safe health services and preventative health education, activities and programs that help people live long and healthy lives		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Advocacy for regional health needs, system improvements and strengthened service delivery through participation in at least 6 regional, state or national working groups, steering committees and intergovernmental forums	As per 2026–27	As per 2026–27	As per 2026–27
Support for at least 4 community-led health and wellbeing activities or programs delivered in the region	As per 2026–27	Support for at least 5 community-led initiatives, health and wellbeing activities or programs delivered in the region.	As per 2028–29
<i>Methodology</i>	Quantitative and qualitative assessment of TSRA administrative data Quantitative assessment of grant activities and administrative records		
<i>Data source</i>	Qualitative and quantitative assessment of TSRA administrative data SmartyGrants records, including standard funding agreements		
<i>Program area</i>	Healthy Communities		
Performance measure	4.3.2 Culturally appropriate legal services are available and accessible within the region		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Ensure the delivery of legal services and relevant supports in the region.	As per 2026–27	As per 2026–27	As per 2026–27
<i>Methodology</i>	Qualitative analysis on contract reporting and performance outcomes. Qualitative and quantitative assessment of TSRA Administrative data		
<i>Data source</i>	Qualitative and quantitative assessment of TSRA Administrative data SmartyGrants records including Standard Funding Agreements		
<i>Program area</i>	Safe Communities		



Performance measure	4.3.3 A whole-of-region approach to reducing and eliminating domestic and family violence is supported		
Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
Lead and support the development of a culturally informed and co-designed regional domestic and family violence strategy	As per 2026–27	Future targets to be developed pending finalisation of the regional domestic and family violence strategy and consultation with key stakeholders	
At least 2 formal approaches to government (one state and one federal) for additional investment	As per 2026–27		
Methodology	Delivery of strategy document Quantitative analysis of TSRA administrative data		
Data source	Strategy document and TSRA administrative data		
Program area	Safe Communities		



Appendix A:

Changes to performance information

This appendix outlines the key revisions to performance measures between the 2025–26 corporate plan and the 2026–27 corporate plan. The TSRA's key activities remain unchanged from 2025–26 to 2026–27 and are consistent with those set out in the 2026–27 portfolio budget statements.

During the review of performance information for 2026–27, the TSRA assessed existing performance measures, targets, methodology and data sources to strengthen alignment, clarity

and maturity of performance reporting. This review reflects the midpoint of delivery under the *TSRA Torres Strait Development Plan 2023–2028* and supports a shift toward measuring effectiveness and outcomes.

These revisions are intended to improve the quality and usefulness of performance information, rather than change the underlying outcome or activities. Significant revisions are clearly identified and explained within the table.

Changes to performance information – key activity 1.1

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
1.1.1 Investigate opportunities for existing cultural practitioners/ artists/business to pivot towards, or further expand, to capture creative arts and tourism markets	1.1.1 Strengthen Torres Strait Islander arts and culture-based economies by supporting the development and sustainability of Indigenous-owned enterprises that embed cultural knowledge, artistic practice, and heritage stewardship	We have revised measure 1.1.1 to consolidate 2025–26 measures 1.1.1, 1.1.2 and 1.2.1. to better capture the performance maturity of Culture, Art and Heritage program creative industry support through our development of the Culture, Art and Heritage strategic plan	Measure, target and methodology revised
1.1.2 Provide holistic business/tourism/marketing support to develop identified creative arts and tourism opportunities	Not applicable	See measure 1.1.1	Measure removed

Key activity 1.1 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
1.1.3 The WAPIL 2 project implementation increases business, income and employment opportunities in the fishing industry	1.1.2 Investment in increasing capacity of Indigenous fishers to participate in commercial fishing	The measure and target were revised to adopt a more holistic view of project work undertaken within the Fisheries program under WAPIL 2 funding and better reflect the integrated nature of the work being delivered.	Measure, target and data source revised
1.1.4 Impactful advocacy for 100% Indigenous ownership of the Torres Strait Tropical Rock Lobster fishery	1.1.3 Impactful advocacy for 100% Indigenous ownership of the Torres Strait Tropical Rock Lobster (TRL) fishery	The target was revised to better demonstrate the advocacy and engagement activities required to enable the purchase of TRL quota.	Target revised

Changes to performance information – key activity 1.2

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
1.2.1 Creative artists have a TSRA-sponsored forum to display and sell their work or develop their skills	1.2.1 Strengthen internal capability in arts and culture management to enable effective delivery of Culture, Art and Heritage program priorities	We have revised the measure and target to better reflect the way the TSRA supports job pipelines through the internal delivery of our program's initiatives. The measure demonstrates that we ensure that there are opportunities and skills to support the program in building pathways across the region in the future.	Measure, target and methodology revised
1.2.2 You Sabe Business training develops participants' business acumen and awareness of available tools and resources	1.2.2 You Sabe Business Training Workshops develop participants' business acumen and awareness of available tools and resources	The target and data source were revised to commence tracking the effectiveness and evaluation of workshops to improve business confidence and skills.	Target and data source revised
1.2.3 Local businesses are supported to attend external business workshops and other economic development opportunities	1.2.3 Local businesses are supported to attend external business workshops and other economic development opportunities	The target and data source were revised to more effectively measure increases in the capability of Torres Strait Islander and Aboriginal people in the region to manage commercially viable businesses. Evaluation surveys have been introduced as a data source to place greater emphasis on participant-reported capability outcomes.	Target and data source revised
1.2.4 Provision of Business Growth and Mini Business Growth packages enable locally owned business to expand	1.2.4 Provision of Business Growth Packages to enable locally owned businesses to start or expand	The target, methodology and data source were revised to support improved measurement of effectiveness and reflect the number of new jobs created.	Target, methodology and data source revised

Key activity 1.2 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
1.2.5 TSRA Indigenous Rangers complete nationally recognised qualifications	Not applicable	This activity is business-as-usual within the program plans and its performance is captured under the whole-of-organisation Growing Our Own workforce strategy.	Measure removed
1.2.6 'Growing Our Own' and 'Maritime Pathways Program' continue	1.2.5 Growing Our Own Tagai Transitions Maritime Pathways Project supports Year 12 students to obtain entry-level qualifications for maritime or commercial fishing industries	The measure, target, methodology and data source were revised to measure students' access to and completion of training opportunities in the maritime and commercial fishing industries, and to introduce self-assessment of job readiness.	Measure, target, methodology and data source revised
1.2.7 Business mentoring supports the creation/growth of Torres Strait businesses	1.2.6 Business mentoring supports the creation/growth of Torres Strait businesses	The target, methodology and data source were revised to more effectively measure how the TSRA supports increased capability to manage commercially viable businesses.	Target, methodology and data source revised

Changes to performance information – key activity 1.3

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
1.3.1 TSRA-controlled/funded infrastructure projects reflect community needs and aspirations	1.3.1 TSRA-controlled/funded infrastructure projects reflect community needs and aspirations	Following baseline data collection in 2025–26, the target, data source and methodology were revised to embed evaluation activities and mature the performance target.	Target, methodology and data source updated
1.3.2 WAPIL 2 project delivers appropriate cold storage and transport logistics for expanded fishing industry	Not applicable	The measure was removed as not required because measure 1.1.3 has been revised to holistically reflect WAPIL 2 activities.	Measure removed
1.3.5 Implementation of Regional Economic Investment Strategy Phase 2	1.3.2 Implementation of Regional Economic Investment Strategy (REIS) Phase 2	Review of REIS Phase 1 was completed in June 2026. The new target provides the program area with a new time frame for establishing baseline data following the review.	Target revised



Changes to performance information – key activity 2.1

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
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 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 2.1.3 Torres Strait Islander and Aboriginal artists are showcased nationally and internationally 2.1.4 Torres Strait Islander and Aboriginal peoples' traditional languages are spoken and protected	2.1.1 Evidence of the impact of TSRA-supported initiatives to strengthen, preserve and sustain traditional culture and heritage	We have holistically revised 2025–26 measures 2.1.1, 2.1.2, 2.1.3 and 2.1.4 to mature Culture, Art and Heritage performance reporting in line with the Culture, Art and Heritage strategic plan. This change also follows the establishment of the Torres Strait Traditional Languages Association. The new measure 2.1.1 will better reflect the number of public programs delivered by the TSRA and the program's improvement in capturing formal engagements with external industry stakeholders.	4 measures removed and replaced by one new measure

Changes to performance information – key activity 2.2

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
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	2.2.1 Natural resource management activities are informed by, and carried out in accordance with, the TSRA land and sea strategy 2016–2036	Targets for 2027–28 onward have been updated with increasing rates of alignment.	Targets updated
2.2.2 Ranger Community Management Plans exist and are achieving annual service targets	2.2.2 Natural resource management activities are co-designed and co-delivered with community	The measure and targets were updated, following the development of all 13 Ranger Community Management Plans in 2025–26.	Measure and target revised

Key activity 2.1 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
Not applicable	2.2.3 Critical resources are secured to ensure the Environmental Program can continue delivering outcomes per the TSRA land and sea strategy 2016–2036	A new measure was included to reflect critical work required to ensure the sustainability of the Environmental program.	Measure added
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	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	The target was updated to more accurately reflect the nature of key TSRA-led advocacy engagements, rather than general contacts, improving clarity and measurability.	Target, methodology and data source updated

Changes to performance information – key activity 3.1

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
3.1.1 The development plan 2023–28 delivers on the board's aspirations for the region	Not applicable	Removed as targets were met in 2025–26 and monitoring of this activity is now business-as-usual, delivered through the TSRA performance framework	Removed – achieved
3.1.3 Working to enhance TSRA's role in the broader region, and working productively with the First Nations Ambassador, participating in bilateral meetings on the Torres Strait Treaty	3.1.1 Strengthened Torres Strait leadership presence through TSRA engagement in regional and international forums	The measure, target and methodology were revised to more clearly demonstrate the TSRA's role in regional leadership and the outcomes achieved through that leadership, rather than focusing solely on participation.	Measure, target and methodology updated
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)	3.1.2 Improved access to and participation in leadership development pathways for Torres Strait Islander and Aboriginal community members across the Torres Strait region	The original measure and targets focused on discrete, activity-based outputs (such as the number of workshops or grants delivered), which limited the ability to demonstrate the broader impact of the TSRA's leadership investments for community members. The revised measure, target and methodology refocuses on outcomes by capturing increased participation and progression of community members through leadership pathways over time.	Measure, target and methodology updated

Key activity 3.1 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
3.1.6 TSRA Board provides direction and drives outcomes in line with the development plan	3.1.3 TSRA Board provides strong, community-led engagement to drive outcomes in line with the TSRA development plan	The measure and associated targets were updated to place a clearer emphasis on engagement as the primary mechanism through which the board drives outcomes under the TSRA development plan. This refinement improves alignment between the activity, targets, and intended outcomes of the activity.	Measure, targets, methodology and data source updated
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	3.1.4 The TSRA and Torres Strait communities are represented on Protected Zone Joint Authority (PZJA) management advisory committees	The wording of the measure was changed to strengthen measurement of participation in advisory roles, as committees are not decision-making bodies.	Measure, target and methodology updated
3.1.8 The Fisheries Advisory Committee (FAC) provides effective advice to the TSRA Board on fisheries matters	Not applicable	This measure was removed as covered by internal advisory mechanism as part of business-as-usual practices.	Measure removed

Changes to performance information – key activity 3.2

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
3.2.1 Torres Strait-based students have access to a high-quality education	3.2.1 Torres Strait Islander and Aboriginal people from the region are supported to access and continue university education pathways	The measure, target, methodology and data source have been updated to more effectively demonstrate the TSRA's commitment to improving regional education outcomes, particularly in relation to university education pathways. Measures relating to 'Growing Our Own' and other tertiary education initiatives are still captured under this activity to better reflect the TSRA's collective contribution to higher education access, retention and progression.	Measure, target and methodology updated

Key activity 3.2 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
3.2.2 Advocate improved child protection outcomes through working groups, intergovernmental meetings, community engagement and written submissions	3.2.2 The safety, wellbeing and access to holistic services and interventions for Torres Strait Islander and Aboriginal children and youth living in our region are ensured, especially for those in contact with the criminal justice and child protection systems	This change reflects the TSRA's coordinated approach to advocacy for improving the safety, wellbeing and access to holistic services for Torres Strait Islander and Aboriginal children and youth, particularly those in contact with the child protection and criminal justice systems. Performance measures 3.2.2 and 3.2.4 of 2025–26 have been combined into a single measure to reduce duplication and reflect shared advocacy and coordination efforts across child protection and youth justice outcomes.	Measure and target updated
3.2.3 A regional approach to holistic youth support exists	3.2.3 A regional approach to holistic youth support exists	Targets have been refreshed to ensure strategic alignment with regional policy and program priorities.	Target revised
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	3.2.2 The safety, wellbeing and access to holistic services and interventions for Torres Strait Islander and Aboriginal children and youth living in our region are ensured, especially for those in contact with the criminal justice and child protection systems	Performance measures 3.2.2 and 3.2.4 of 2025–26 have been combined into a single measure to reduce duplication and reflect shared advocacy and coordination efforts across child protection and youth justice outcomes.	Measure and target updated

Changes to performance information – key activity 4.1

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
4.1.1 TSRA maintains strategic partnerships in community, and with NGOs, tertiary and other research institutions, the private sector, and others	4.1.1 The TSRA leverages strategic partnerships in community, and with non-government organisations, tertiary and other research institutions, the private sector, and others	The target, methodology, and data sources were refined to assess how strategic partnerships are actively leveraged to influence regional investment, policy and planning. This improves alignment with advocacy intent and provides a more meaningful assessment of partnership effectiveness, while retaining continuity using baseline information collected in previous periods.	Target, methodology and data source revised

Key activity 4.1 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
4.1.2 TSRA maintains strategic relationships across state and federal governments to support effective advocacy	4.1.2 The TSRA maintains strategic relationships across state and federal governments to support effective advocacy	The targets and methodology have been updated to increase focus on broader engagement and reduce focus on numbers of meetings. The data source has been detailed further; however, the sources remain the same.	Targets, methodology and data source updated
4.1.4 Data and evidence support strategic decision-making and reporting against Closing the Gap targets	4.1.3 Data and evidence support strategic decision-making and reporting against Closing the Gap targets	The target has been updated to reflect increased maturity in Closing the Gap reporting, building on the work completed in the previous reporting period. The revised focus shifts from establishment to embedding improved evaluation and reporting practices across the TSRA.	Target, methodology and data source updated

Changes to performance information – key activity 4.2

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
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	4.2.1 The Torres Strait is effectively represented at local/state/national hearings, inquiries, forums and in the development of/contribution to evidence-based submissions on cross-sector issues affecting housing supply, overcrowding and homelessness	The measure was updated to explicitly include forums and reworded to reflect cross-sector issues in order to better capture the full breadth of advocacy activity undertaken. The target was revised from a baseline measure based on activity data collected over the previous 2 years, and the methodology was updated to align with the revised target.	Measure, target and methodology updated
4.2.2 Supporting home ownership by offering home loans and brokerage services	4.2.2 Supporting home ownership by offering concessional home loans and financial literacy workshops to prepare for home ownership	The measure, target and data source were revised to include delivery of financial literacy workshops to prepare for home ownership. The data source has been further developed to include participant attendance records and evaluation forms.	Measure, target and data source revised

Key activity 4.2 continued over the page



Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
4.2.3 Exploration of alternative housing funding models and engagement with service agencies	Not applicable	Measure 4.2.3 was removed as it was completed in the 2025–26 reporting period. Options for future measures and targets are being considered to address identified gaps and emerging priorities. The TSRA's ongoing support for partnerships and engagement activities that contribute to housing supply and affordability advocacy continues to be reported under measure 4.2.1.	Removed – achieved

Changes to performance information – key activity 4.3

Performance measure 2025–26	Performance measure 2026–27	Rationale for change	Summary of change
4.3.2 Effective engagement on, advocacy for, and monitoring of, health system reforms impacting the Torres Strait and the Northern Peninsula Area	4.3.1 Torres Strait Islander and Aboriginal people in our region have access to appropriate and culturally safe health services and preventative health education, activities and programs that help people live long and healthy lives	This measure has been reframed to strengthen alignment with intended health outcomes for the region. Targets for supporting community-led health and wellbeing activities or programs delivered in the region have been increased across reporting years. This change better reflects the activities that contribute to supporting people to live long and healthy lives while maintaining the TSRA's role in monitoring the effectiveness of service delivery in the region.	Measure, targets and methodology revised
4.3.5 Culturally appropriate legal services are available and accessible within the Torres Strait Region	4.3.2 Culturally appropriate legal services are available and accessible within the region	This change supports consistent interpretation of the TSRA's role in the broader justice system and environment, noting interlinkages with state government policy responsibilities. Targets have been updated to reflect the TSRA's role and current investment to ensure access to appropriate justice supports.	Measure and targets updated
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	4.3.3 A whole-of-region approach to reducing and eliminating domestic and family violence is supported	This measure has been updated to strengthen alignment with regional priorities. This change clarifies intent and realigns outputs with regional priorities.	Measure updated



Appendix B:

Compliance

This appendix shows where requirements of the Public Governance, Performance and Accountability Rule 2014 are addressed in the corporate plan.

PGPA Rule requirement	Topic	Matters to be included	Page
Section 16E(2) Item 1	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
Section 16E(2) Item 2	Purposes	The purposes of the entity.	3
Section 16E(2) Item 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.	6–8
Section 16E(2) Item 4	Operating context	For the entire period covered by the plan, the following:	9–21
Section 16E(2) Item 4(a)	(a) Environment	(a) the environment in which the entity will operate;	9–12
Section 16E(2) Item 4(b)	(b) Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	15–18
Section 16E(2) Item 4(c)	(c) Risk	(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;	19–21
Section 16E(2) Item 4(d)	(d) Cooperation	(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;	13–14
Section 16E(2) Item 4(e)	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A
Section 16E(2) Item 5	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.	22–42



