



Australian Government



TSRA
www.tsra.gov.au

Corporate Plan

2023–24

Acknowledgement of Country

The Torres Strait Regional Authority (TSRA) 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.

Introduction

As Chairperson of the TSRA Board (the Accountable Authority), I am pleased to present the 2023–24 TSRA Corporate Plan.

This Corporate Plan covers the period of 2023–24 to 2026–27, as required under Section 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*.

The Corporate Plan 2023–24 is aligned to the Torres Strait Development Plan 2019–2022 (currently under review), consistent with Section 142D of the *Aboriginal and Torres Strait Islander Act 2005*.

It replaces the TSRA Corporate Plan 2022–23.



Mr Napau Pedro Stephen AM
Chairperson
Torres Strait Regional Authority



Purpose

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, comprising of 20 members representing the communities of the region. The TSRA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

The TSRA operates within the Prime Minister and Cabinet portfolio and works closely with the National Indigenous Australians Agency (NIAA) to provide greater autonomy and improve the lives of Torres Strait Islander and Aboriginal peoples living in the Torres Strait region, by contributing to a healthier, safer and more prosperous region.

Torres Strait Region

The Torres Strait stretches 150 kilometres northwards from Cape York Peninsula to Papua New Guinea (PNG) and up to 300 kilometres from east to west. It includes 5 Traditional Owner nations of Kaiwalagal, Maluilgal, Guda Maluilgal, Kulkalgal, and Kemer Kemer Meriam.

The 48,000 km² area consists of more than 270 islands and reefs. The Torres Strait islands have a variety of topographies, ecosystems and geological formations. Several low lying islands, including coral cays to the east and the flat, predominantly mangrove islands close to the PNG coastline, are regularly inundated by sea water caused by rising sea levels. Many of the western islands are hilly and steep. The central islands are primarily coral cays and those to the east are located on ancient volcanic formations.

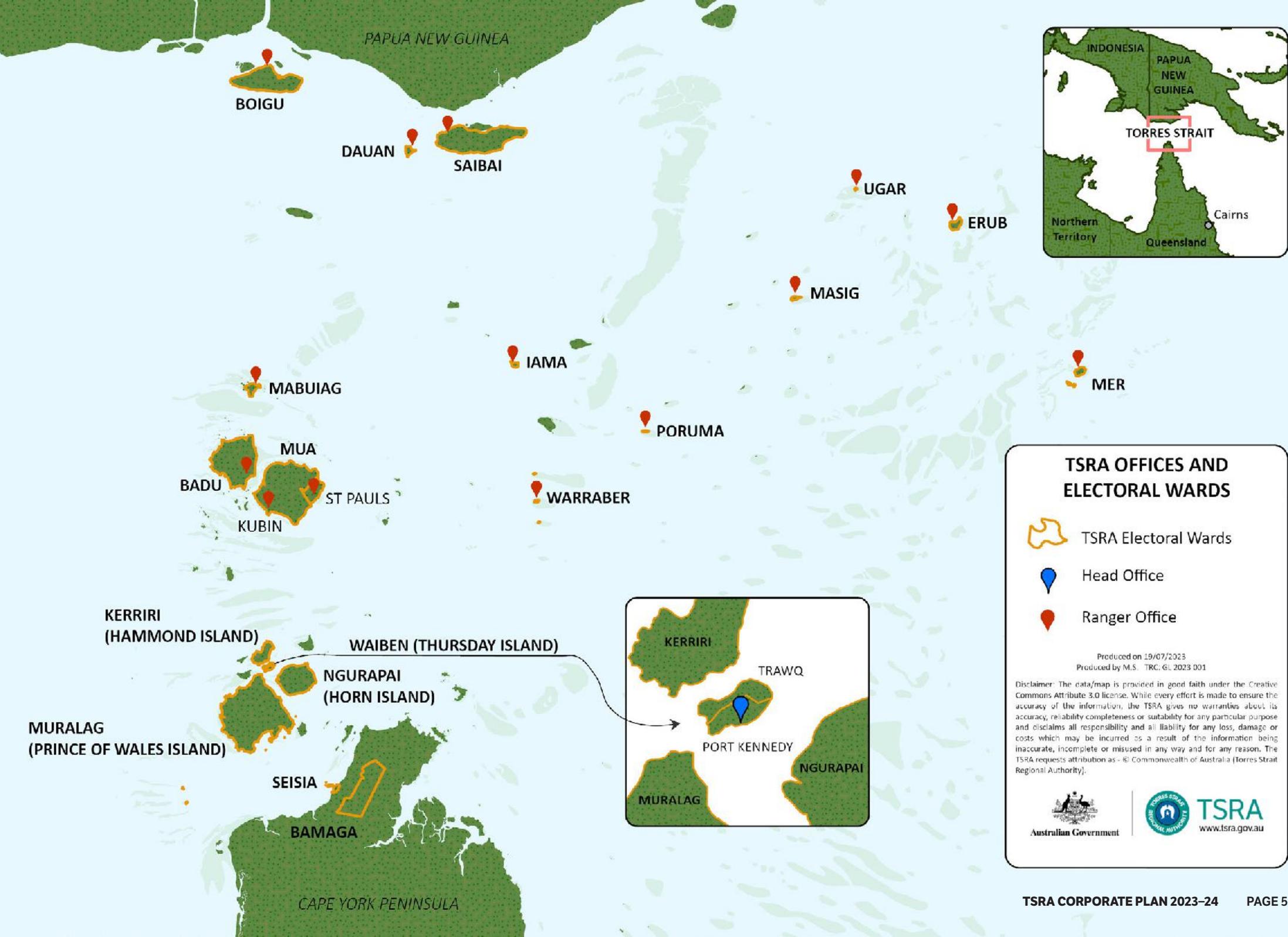
The TSRA's purpose is aligned to the Portfolio Budget Statement Outcome¹:

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.

As one of the most remote Australian Public Service (APS) agencies, the TSRA supports programmes across the Torres Strait region, including for the 17 inhabited islands of the Torres Strait and the communities of Bamaga and Seisia on the Northern Peninsula Area of mainland Australia.

Throughout this document, references to the 'Torres Strait region' encompass the areas and communities detailed here and in the map provided on page 5, in line with the *Aboriginal and Torres Strait Islander Act 2005*.

1 Prime Minister and Cabinet, *Portfolio Budget Statements 2023–2024* > <https://www.pmc.gov.au/resources/portfolio-budget-statements-2023-2024>



TSRA OFFICES AND ELECTORAL WARDS

-  TSRA Electoral Wards
-  Head Office
-  Ranger Office

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Vision

The TSRA's vision is:

**EMPOWERING OUR PEOPLE,
IN OUR DECISION, IN OUR CULTURE,
FOR OUR FUTURE**

**'NGALPUN YANGU KAABA WOEYDHAY,
A NGALPUN MURUYGUW DANALGAN
MABAYGAL KUNAKAN PALAYK,
WAGEL GOEYGOEYIKA'** (KALA LAGAW YA)

**'BUAIGIZ KELAR OBAISWERARE, MERBI
MIR APUGE MENA OBAKEDI, MUIGE
MERBI ARERIBI TONARGE, KO MERBI
KEUB KERKEREM'** (MERIAM MIR)

**'NGALPAN MOEBAYGAL
THOEOERIWOEYAMOEYN, NGALPAN
YA KUDUTHOERAYNU, NGALPAN
IGILIMAYPA, SEPA SETHA WARA
GOEYGIL SEY BOEY WAGEL'** (KALA KAWAU YA)

Functions

The primary functions and responsibilities for the TSRA are defined under Section 142A of the *Aboriginal and Torres Strait Islander Act 2005*. They include to:

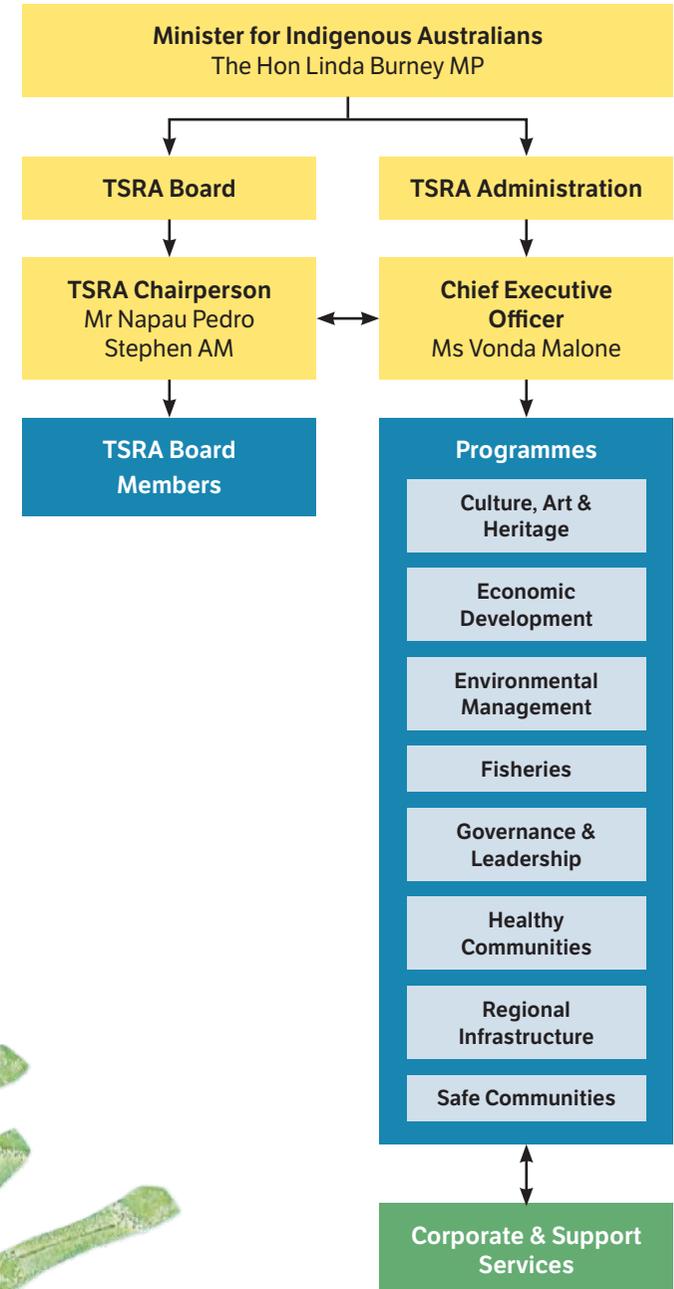
- recognise and maintain the special and unique Ailan Kastom of Torres Strait Islanders living in the Torres Strait region
- formulate and implement programs for Torres Strait Islander and Aboriginal persons living in the Torres Strait region
- monitor the effectiveness of programs for Torres Strait Islander and Aboriginal persons living in the Torres Strait region, including programs conducted by other bodies
- develop policy proposals to meet national, state and regional needs and priorities of Torres Strait Islander and Aboriginal persons living in the Torres Strait region
- assist, advise and cooperate with Torres Strait Islander and Aboriginal communities, organisations, and individuals at national, state, territory and regional levels
- advise the Minister for Indigenous Australians on matters relating to Torres Strait Islander and Aboriginal affairs in the Torres Strait region, including the administration of legislation and the coordination of the activities of other Australian Government bodies that impact the Torres Strait region.

Structure

To achieve the TSRA's purpose and priorities in line with the *Aboriginal and Torres Strait Islander Act 2005* and Torres Strait Development Plan, the TSRA is structured into 8 Programmes. Each Programme has defined accountabilities and performance measures aligned with the vision, purpose and functions of the organisation. These programmes are:

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

The Programme areas deliver the strategic vision of the TSRA Board – outlined in the Torres Strait Development Plan – and report to the TSRA Chief Executive Officer (CEO), Ms Vonda Malone, who is the Agency Head under the *Aboriginal and Torres Strait Islander Act 2005* and *Public Service Act 1999*².



² *Public Service Act 1999* > <https://www.legislation.gov.au/Details/C2019C00057>



Key Activities

	CULTURE, ART & HERITAGE	ECONOMIC DEVELOPMENT	ENVIRONMENTAL MANAGEMENT	FISHERIES
Key Activities	Protect, promote, revitalise and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage.	Enhance the region's wealth by creating sustainable industries and increasing employment opportunities for our people equivalent to the wider Australian community.	To protect the ecological complexity and biodiversity of the Torres Strait region, and the strong and enduring connection of Torres Strait Islander people to their islands and sea.	Enhance the region's wealth by managing and maintaining sustainable fishing industries and increasing employment and economic opportunities for our people.
Initiatives	<ul style="list-style-type: none"> Ensuring cultural and language preservation, maintenance, development, and promotion. Preserving and promoting Indigenous languages. Expanding the regional arts industry. Cultural heritage education, preservation and maintenance. Protecting copyright and intellectual property rights. Undertaking cultural values and protocols development projects. Integration of community-based cultural and art activities with community and social services delivery where appropriate. 	<ul style="list-style-type: none"> Delivering concessional/business loans. Providing business training and support for Indigenous business and economic growth. Identifying employment and training opportunities. Delivering the TSRA Regional Economic Investment Strategy targeting assistance and priority to focal industry sectors and addressing economic enablers. Supporting increased home ownership. Facilitating economic development by promoting sustainable projects and improving Indigenous employment measures. 	<ul style="list-style-type: none"> Undertaking land and sea planning and operations; including turtle and dugong management, biodiversity planning and management, water quality, and the State of the Environment Report Card. Working in partnership with Traditional Owners, and Registered Native Title and Prescribed Bodies Corporate to maintain Indigenous Protected Areas, traditional ecological knowledge, and undertake community planning and engagement through the Ranger project. Assisting the region to mitigate the impacts of climate change and encourage the use of renewable energy. 	<ul style="list-style-type: none"> Progressing towards 100% Indigenous ownership of the region's fisheries. Increasing capacity of Indigenous fishers to participate in commercial fishing. Supporting TSRA representation and community engagement in the Protected Zone Joint Authority (PZJA) management process. Managing lease-out of unused Torres Strait fisheries quotas. Supporting research into the sustainability and commercial use of Torres Strait fisheries. Assisting with community communication regarding fisheries issues in the region.

Continued over the page >

Key Activities (continued)

	GOVERNANCE & LEADERSHIP	HEALTHY COMMUNITIES	REGIONAL INFRASTRUCTURE	SAFE COMMUNITIES
Key Activities	Effective and transparent governance, while promoting strong leadership in the region.	Improve the health and wellbeing of Torres Strait Islander and Aboriginal families and individuals residing in the Torres Strait and Northern Peninsula Area.	Effective and efficient management of the Major Infrastructure Programme and the Trust activities in partnership with stakeholders and the elected membership.	Safe, healthy, respectful, and progressive communities, based on cultural, Ailan Kastom and Aboriginal traditions.
Initiatives	<ul style="list-style-type: none"> Managing the TSRA's internal structures, including secretariat support for the TSRA Board, Audit Committee and Programme Steering Committee. Assisting the TSRA Board, CEO and Programme Areas to engage with communities across the region. Ensuring regular communication with Australian, state and local government representatives. Creating regional leadership capability through targeted leadership development opportunities. Supporting effective regional media and communication initiatives, including capacity building in communities. 	<ul style="list-style-type: none"> Contributing to health policy and grant delivery in the region. Monitoring the rollout of and contributing funding to the delivery of essential services to support healthy communities. Supporting preventative health and wellbeing initiatives including sport and recreation activities. Supporting healthy and affordable food for communities. 	<ul style="list-style-type: none"> Working with stakeholders to identify critical infrastructure needs for the region. Advocating with Australian, State and Local government counterparts for investment to align with regional infrastructure needs. Empowering local communities by maximising Indigenous employment. Advocating for adequate, culturally appropriate, and affordable housing. Supporting safe and accessible community infrastructure and land and sea communication systems. 	<ul style="list-style-type: none"> Contributing to safe communities policy and grant delivery in the region. Shaping regional planning and service delivery, including supporting social services, to address community and domestic safety issues. Supporting safe and accessible community infrastructure. Supporting the delivery of non-mainstream community and social support services, including capacity building in communities.

Operating Context

The following sections outline the TSRA's operating context, and how the TSRA will ensure its purpose is achieved.

Strategic planning and partnerships

In 2023–24, as the TSRA celebrates its 30th anniversary, we will place a key focus on strategic planning and strengthening key partnerships both inside and outside of the Torres Strait region. This will include the finalisation of a new Torres Strait Development Plan, which will set the TSRA's direction and priorities for the coming years. In 2023–24, the organisation will restore and refresh in line with the revised Development Plan.

Enhancing the region's wealth

The Torres Strait region faces numerous post-pandemic challenges including increasing cost-of-living, rising freight and supply costs, and the introduction of additional barriers – such as insurance costs – to new businesses entering the market.

Throughout 2023–24, the TSRA will continue its strategic partnership approach to work with service providers as well as individuals and communities to build capability and overcome challenges, as well as to seek out and leverage economic opportunities. Regional business capability strategies include the TSRA continuing business workshops and mentoring services for aspiring businesspeople and supporting growing businesses – through initiatives such as Business Growth Packages.

The TSRA recognises the high priority to support and build capacity of the Torres Strait region fisheries workforce and supply chain given the importance of the industry to the economic prosperity of the region. Work continues with community and government stakeholders towards achieving 100% Torres Strait Islander and Aboriginal ownership of the region's commercial fisheries. The TSRA will also continue to support the growth and strengthening of the regional tourism industry.

The TSRA will continue to work with the NIAA as they design a new program to support remote employment opportunities. It will also continue to offer the Home Ownership Programme concessional loan scheme to enhance home ownership across the region.

Strong, healthy and connected people and infrastructure

The TSRA remains committed to facilitating better coordination across all responsible agencies resulting in improved quality health and community services availability across the region. The TSRA will also work to ensure that State and Australian Government agencies are cognisant of community needs across the sparsely populated and diverse Torres Strait region.

The TSRA will continue to advocate strongly for improved healthcare services at regional, state and national committees and forums in line with the key recommendations of the Torres Strait and Northern Peninsula Area Regional Healthy Communities Forum the TSRA hosted in February 2023.

The TSRA will also continue to implement initiatives to support appropriate preventative healthcare, legal and social support services in the region, in line with reviews into existing services carried out in 2022–23. This includes working with community organisations to improve their operations and the services they provide across the region.

Underpinning the success of service delivery is the construction of fit-for-purpose, essential regional infrastructure. The Torres Strait region is facing many of the national infrastructure delivery challenges, including global supply chain shortages, construction industry skills shortages and increasing freight and building material costs. Many of these challenges are more pronounced as a result of the Torres Strait's remote location.

In the face of these challenges, the TSRA will continue to lead collaborative efforts across the region to prioritise and deliver infrastructure and affordable housing initiatives that improve living conditions, connectivity, and climate change resilience for the region.

Environmental sustainability

The Torres Strait region holds internationally significant biological diversity threatened by climate change and other human activities such as pollution and the spread of invasive species. The TSRA has advocated strongly to raise awareness of the immediate threat of climate change through rising sea levels and coastal inundation, more frequent and extreme weather events, and marine heatwaves. In partnership with the Department of Climate Change, Energy, the Environment and Water, the TSRA will work towards establishing the Torres Strait Climate Centre of Excellence to ensure urgent and appropriate management, research and long-term strategies to protect the land and seas.

Activities to preserve and protect the current environment will continue to be community-based through the Torres Strait Indigenous Ranger Project that will be expanded over 2023–24. TSRA Rangers, who work and live in communities across the region³, collaborate in culturally appropriate partnerships with a range of stakeholders, including Traditional Owners, and Registered Native Title and Prescribed Bodies Corporate, to deliver natural and cultural heritage management.

Energising culture

The TSRA will continue to support the unique art of the Torres Strait region; and to support the strengthening of Ailan Kastom and Aboriginal cultural traditions. The TSRA will support the region's aspiring and established artists through skills workshops and assistance to reach national and international audiences. The TSRA will continue to facilitate opportunities for the region's artists to reach new audiences and increase income through the TSRA's Gab Titui Cultural Centre on Thursday Island.

Preservation and strengthening of critically endangered traditional languages and dialects in the Torres Strait region remains a high priority. The TSRA is supporting the Torres Strait Traditional Language Association (TSTLA) as it develops its inaugural Strategic Business Plan 2023–25 to commence implementation in 2023–24.

Partnerships for success

The TSRA can amplify its impact by partnering with organisations and communities nationally and across the Torres Strait region.

In 2023–24, the TSRA will work to build and strengthen its partnerships with Australian, State and Local Government agencies; businesses; and community organisations.

³ See Ranger locations on map on page 5.



Capability

The TSRA is a small agency with a large and important remit across many complex areas. Over 2023–24, the TSRA will continue to strengthen and enhance its capabilities to ensure ongoing sustainability and maintain stakeholder confidence.

The organisation will continue to build on its reputation and standing regionally and nationally through ongoing respectful and culturally appropriate engagement to improve the wellbeing of Torres Strait Islander and Aboriginal peoples in the region. The TSRA will continue to partner with key organisations to better position itself to meet key objectives and encourage collaboration to reduce duplication of programmes and services in the Torres Strait region.

People

The TSRA was provided 159 ASL in the 2023–24 Budget. As at 30 June 2023 TSRA has a committed workforce of 139 employees, most of whom work in the Torres Strait region. A small number are located in the TSRA's Cairns office. The majority of TSRA staff identify as Indigenous⁴ (114), which amounts to 82% of the workforce. The TSRA is growing its staffing capacity and capabilities to deliver on Government climate change and regional priorities. Staff census results published in November 2022 indicate that levels of job engagement are high, with staff feeling motivated by their contribution to the region⁵.

The TSRA vision is to build a strong, high performing and capable workforce through policies and procedures that support the attraction and retention of the right people for the organisation, focusing on developing capabilities and attributes that are most highly valued by the organisation. The TSRA continues to encourage a workplace that fosters inclusion, personal growth and positive interpersonal relationships.

Key to workplace performance will be the refinement of the TSRA's Performance Development Programme (PDP). Through ongoing conversations and formal feedback cycles, the PDP uses a strengths-based approach to build a high performing and capable workforce. When knowledge or capability gaps are identified through this process, TSRA contracts external facilitators to provide training and support. Ongoing training and professional development, aimed at organisational capability gaps, will ensure the organisation is well positioned for future challenges and opportunities.

The TSRA continues to promote a continuous learning environment, including through study assistance to employees for approved vocational and tertiary studies. Mobility within the agency and the APS is encouraged to support cross-skilling, capacity building and professional development.

4 This includes those who identify as Torres Strait Islander and/or Aboriginal.

5 Australian Public Service Employee Census 2022: Highlights Report TSRA > https://www.tsra.gov.au/_data/assets/pdf_file/0019/34480/APS05293-TSRA.pdf

ICT and infrastructure capability

Information and Communications Technology (ICT) is a key enabler of the TSRA's business practices and plays a significant role in the TSRA achieving its business outcomes. ICT enables faster access to data analysis and provides for a highly mobile workforce, operating across a vast and remote region. The TSRA ensures relevant data is made accessible through easy-to-use platforms and its website. We will continue to grow our digital capabilities. In the environmental management space, the TSRA will improve the use of technology to support real-time data collection and monitoring.

Ensuring appropriate and contemporary risk management and business continuity management capability will remain a priority for the TSRA. In keeping with the Australian Government focus on cyber security, the TSRA will prioritise ICT security projects to keep the TSRA's data safe; improve business workflows and record-keeping practices; create alignment with the Australian Government Protective Security Policy Framework; and meet compliance with Australian Cyber Security Centre standards.

Building on the TSRA's significant investment in telecommunication infrastructure to support robust mobile phone and internet connection services in the Torres Strait region, the TSRA continues to work in partnership with Telstra and key stakeholder organisations to improve the delivery of voice and data services. The TSRA will continue to provide contemporary, safe, and secure office accommodation to support the TSRA to deliver against its purpose.

Co-operation

Strong partnerships with diverse community, government, business, and non-government stakeholders – both within Australia and internationally – will remain central to the TSRA's capability to effectively deliver upon its purpose.

Close relationships with Torres Strait communities are a pivotal component of TSRA activities across all programme areas. The presence of central TSRA offices within the Torres Strait, the significant number of TSRA staff who identify as Indigenous, and the strategic oversight provided by the democratically elected TSRA Board (representing 20 Torres Strait communities) will support the agency to maintain consultative, respectful, and co-operative partnerships with regional stakeholders. TSRA partnerships with Torres Strait communities enrich policy and programme decision-making and contribute to better outcomes for the region.

The TSRA's effectiveness significantly depends upon the maintenance of positive relationships across diverse government jurisdictions. As the TSRA's lead portfolio agency, engaging closely with the NIAA will remain a key component of TSRA activities across a broad range of programme areas in 2023–27. The TSRA will also continue to work across state and local government agencies – particularly the Queensland Government, the Torres Shire Council, the Torres Strait Island Regional Council, and the Northern Peninsula Area Regional Council – to leverage resources, co-ordinate activities and deliver positive outcomes for Torres Strait communities.



Risk Oversight and Management

The TSRA is committed to engaging with risk, capitalising on opportunities presented, and encouraging innovative practice in support of its vision and purpose.

Enterprise governance

The TSRA's CEO holds responsibility for the TSRA's administration and staffing as the Agency Head under the *Aboriginal and Torres Strait Islander Act 2005* and *Public Service Act 1999*. In this position, the CEO completes activity and sub-delegates activity to the administration staff in order to achieve the TSRA's vision and strategic direction set by the TSRA's elected Board.

The CEO is supported by the Programme Steering Committee, comprising of Programme Managers. The Programme Steering Committee meets regularly to provide updates on agreed priorities for each programme and recommends the allocation of resources to achieve the TSRA's purpose and goals. Risk management policy and supporting practices are reviewed through Internal Audit processes and Australian National Audit Office performance audits.

The TSRA Audit Committee, a requirement under Section 45 of the *Public Governance, Performance and Accountability Act 2013*, has a role in overseeing risk management practices. The Audit Committee provides independent assurance to the TSRA Board on matters relating to financial reporting, performance reporting, risk oversight and management, and internal control.

In 2023–24, the TSRA will continue to implement and build capability through a new Grants Framework, introduced in September 2022. The Grants Framework guides and directs how the TSRA exercises its powers to make grants and loans under Section 142F of the *Aboriginal and Torres Strait Islander Act 2005*.

Risk framework

The TSRA's risk management framework and risk methodology is a standardised mechanism for the identification, documentation, and treatment of risks across the organisation and encourages continual monitoring of the dynamic environment that the TSRA operates in. The maintenance of robust systems to manage and respond to risk is a central component of the TSRA's capacity to ensure effective performance against its purpose. The risk management system is based on the principles and processes outlined in *ISO 31000:2018 Risk Management – Guidelines*. Responsibilities for the management of risk are contained within the Risk Management Policy, which facilitates effective ownership, assessment, treatment, and reporting of risks.

As a matter of good practice, the TSRA are working to better align the TSRA's Risk Management practices with the Commonwealth Risk Management Policy 2023.

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

ENTERPRISE RISK AND IMPACT	MANAGEMENT STRATEGIES
Failure to ensure the effectiveness of programmes to the Torres Strait region	<ul style="list-style-type: none"> — Regular programme and project monitoring and reporting — Budget and expense monitoring and reporting — Internal audits — Grant framework — Reporting on short and long-term implications, enabling informed decision making earlier
Failure to adequately improve the capability of staff to achieve the purpose and vision of the TSRA	<ul style="list-style-type: none"> — Workforce and succession planning — Professional development and training opportunities — Study assistance support
Unable to respond effectively to emerging priorities or changes to the operating environment	<ul style="list-style-type: none"> — Support a culture of innovation and encourage positive engagement with risk — Continuous improvement through feedback mechanisms — Ensure ongoing positive stakeholder engagement
Failure to engage effectively with key stakeholders and communities resulting in the loss of trust and confidence in the TSRA	<ul style="list-style-type: none"> — Cultural competency training opportunities for TSRA employees — Appropriate community engagement processes — Feedback mechanisms in place from communities — Communication and media strategies
Reputational damage due to failure or misuse of assets and resources	<ul style="list-style-type: none"> — Financial, asset and credit card policies — Recruitment policy and pre-employment personnel checks
Funding changes or project over-expenditure results in resourcing constraints and reduction opportunities	<ul style="list-style-type: none"> — Maintain strong government relations — Budget and expense reporting including robust project management and costing tools — Investment policies and procedures
Unsafe work environment or security incident impacts staff safety and wellbeing	<ul style="list-style-type: none"> — Work Health and Safety (WHS) policy and procedures – incident and risk management — WHS committee — WHS audit and checks — Training and education
ICT interruption or data compromise	<ul style="list-style-type: none"> — ICT security policies and procedures — Business Continuity Plans — Cyber security risk mitigation and compliance with Australian Cyber Security Centre standards

Performance

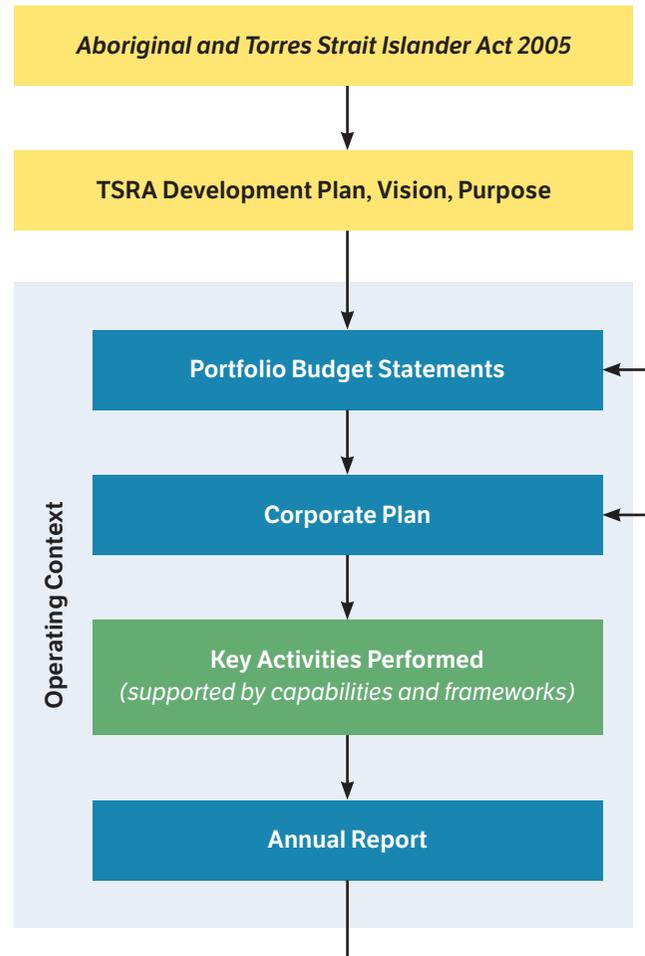
The TSRA performance approach is aligned with the Commonwealth Performance Framework established as part of the *Public Governance, Performance and Accountability Act 2013*⁶.

In line with the Commonwealth Performance Framework⁷, annually the TSRA plans and tracks its performance through the following documents:

1. *Portfolio Budget Statements* that detail the proposed allocation of resources and provide high-level performance information for new and ongoing programmes.
2. *Corporate Plan* (this document) that sets out what the TSRA plans to achieve and how the outcomes of these plans will be measured and assessed.
3. *Annual Report* that provides performance statements, results and analysis about programme outcomes against the forecasts made in the Portfolio Budget Statements and Corporate Plan.

The performance measures contained within this Corporate Plan reflect both new and ongoing work that the TSRA has planned to achieve its purpose over the coming years.

The TSRA's 2023–24 Annual Report will report against measures outlined in this document. These results will be used as a basis to inform future measures in corresponding Portfolio Budget Statements and Corporate Plans.



⁶ *Public Governance, Performance and Accountability Act 2013* > Public Governance, Performance and Accountability Act 2013 (legislation.gov.au)

⁷ *What is a Corporate Plan?* > <https://www.finance.gov.au/government/managing-commonwealth-resources/corporate-plans-commonwealth-entities-rmg-132/what-corporate-plan#:~:text=The%20corporate%20plan%20is%20designed%20to%20be%20a,of%20an%20entity%2C%20its%20functions%2C%20objectives%20and%20role>

Culture, Art and Heritage

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Protect, promote, revitalise and maintain Torres Strait Islander and Aboriginal traditions and cultural heritage	Increase in the number of artists and growth of cultural practitioners in the industry	Maintain/increase number of active artists	Method: Quantitative analysis of TSRA administrative data Data sources: artist registers; art centre utilisation records; TSTLA traditional language strategy; TSRA grant administration systems			
		Maintain/increase cultural practitioner recognition/reach				
		Maintain/increase traditional language preservation support				

Economic Development

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Enhance the region's wealth by creating sustainable industries and increasing employment opportunities for our people equivalent to the wider Australian community	Increasing the number of, or economic base of existing Torres Strait Islander and Aboriginal businesses through the provision of Business Growth and Mini Business Growth Packages	Maintain/increase number of businesses supported	Method: Quantitative analysis of TSRA administrative data Data sources: TSRA grant records			
		Maintain/increase number of sessions provided				
	Improving business skills of potential and existing business owners through the provision of business workshops and business mentoring	Maintain/improve session satisfaction rates	Method: Quantitative analysis of TSRA administrative data Data sources: course attendance records; course participant surveys; facility bookings			

Environmental Management

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
To protect the ecological complexity and biodiversity of the Torres Strait region, and the strong and enduring connection of Torres Strait Islander people to their islands and sea	Maintaining current community-based management plans for each community and achieving annual service targets in each of those plans	Maintain community plans	Maintain community plans	Maintain community plans	Maintain community plans	Method: Quantitative analysis of TSRA administrative data Data sources: register of Community Plans; NIAA Ranger program reports; TSRA grant records
		Delivery against community plan service targets				

Fisheries

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Enhance the region's wealth by managing and maintaining sustainable fishing industries and increasing employment and economic opportunities for our people	Increase in the percentage of total allowable catch of finfish/tropical rock lobster (TRL) caught by Torres Strait Islander and Aboriginal people in the region when compared to the previous period	Maintain/increase % caught	Maintain/increase % caught	Maintain/increase % caught	Maintain/increase % caught	Method: Quantitative analysis of Australian Fisheries Management Authority (AFMA) data Data sources: AFMA fisheries data on receiver licence reports and total allowable catch
	Work towards and/or maintain 100% ownership of finfish and TRL fisheries	Maintain 100% ownership of finfish fishery Maintain/increase 66% ownership of TRL fishery ⁸	Maintain 100% ownership of finfish fishery Maintain/increase ownership of TRL fishery	Maintain 100% ownership of finfish fishery Maintain/increase ownership of TRL fishery	Maintain 100% ownership of finfish fishery Maintain/increase ownership of TRL fishery	Method: Quantitative analysis of PZJA data Data sources: PZJA fishing rights records
	Completion of the transition, ownership and management of fisheries assets to a locally owned and operated business structure	Seek legal advice and PZJA approval to transfer assets	Transfer assets in line with legal advice and PZJA approval	Monitor and report on transitioned management	Monitor and report on transitioned management	Method: Qualitative assessment of achievement of key milestones Data sources: Programme work plan

⁸ It is important to note that the transfer of the remainder of the tropical rock lobster fishery would require a significant government budget allocation.

Governance and Leadership

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Effective and transparent governance, while promoting strong leadership in the region	Increase the level of engagement of elected Torres Strait Islander and Aboriginal leaders in policy development and decision-making	Chair and Board involvement in Board meetings, TSRA-led meetings related to portfolio responsibilities, and local forums	Chair and Board involvement in Board meetings, TSRA-led meetings related to portfolio responsibilities, and local forums	Chair and Board involvement in Board meetings, TSRA-led meetings related to portfolio responsibilities, and local forums	Chair and Board involvement in Board meetings, TSRA-led meetings related to portfolio responsibilities, and local forums	Method: Quantitative analysis and qualitative assessment of TSRA administrative data Data sources: TSRA secretariat documentation; TSRA grant administration systems
		Meetings with State and Australian Government Ministers recorded	Increase in breadth of topics covered in meetings with State and Australian Government Ministers	Increase in breadth of topics covered in meetings with State and Australian Government Ministers	Increase in breadth of topics covered in meetings with State and Australian Government Ministers	
		Board Members are provided with relevant professional development opportunities	Board Members are provided with relevant professional development opportunities Re-elected and newly elected TSRA Board members inducted and trained on their role	Board Members are provided with relevant professional development opportunities	Board Members are provided with relevant professional development opportunities	
		Maintain support for local leadership programmes Identify further opportunities to enhance the TSRA's support for leadership development	Build on 2023–24 outcomes and support opportunities identified in previous year Identify further opportunities to enhance the TSRA's support for leadership development	Build on 2024–25 outcomes and support opportunities identified in previous year Identify further opportunities to enhance the TSRA's support for leadership development	Build on 2025–26 outcomes and support opportunities identified in previous year Identify further opportunities to enhance the TSRA's support for leadership development	

Healthy Communities

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Improve the health and wellbeing of Torres Strait Islander and Aboriginal families and individuals residing in the Torres Strait and Northern Peninsula Area	Improved monitoring of the effectiveness of health service delivery in the region	Maintain/increase TSRA participation in health committees, forums and government meetings	Maintain/increase TSRA participation in health committees, forums and government meetings	Maintain/increase TSRA participation in health committees, forums and government meetings	Maintain/increase TSRA participation in health committees, forums and government meetings	Method: Quantitative analysis and qualitative assessment of TSRA administrative data Data sources: TSRA secretariat documentation; TSRA grants administration systems
		Maintain/increase engagement with communities and community organisations on health projects	Maintain/increase engagement with communities and community organisations on health projects	Maintain/increase engagement with communities and community organisations on health projects	Maintain/increase engagement with communities and community organisations on health projects	

Regional Infrastructure

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Effective and efficient management of the Major Infrastructure Programme and the Trust activities in partnership with stakeholders and the elected membership	Provide advocacy and support services for the delivery of identified infrastructure projects	Maintain/increase levels of government and community engagement	Method: Qualitative assessment of TSRA administrative data Data sources: TSRA secretariat documentation; TSRA infrastructure project management documentation			
		Project delivery milestones achieved				
	Implementation of the Regional Infrastructure Advisory Committee's (RIAC) Action Plan	Activities completed in line with workplan milestones	Method: Qualitative assessment of TSRA administrative data Data sources: RIAC Action Plan; TSRA secretariat documentation			

Safe Communities

KEY ACTIVITIES	PERFORMANCE MEASURE (PBS)	PERFORMANCE TARGET 2023–24	PERFORMANCE TARGET 2024–25	PERFORMANCE TARGET 2025–26	PERFORMANCE TARGET 2026–27	MEASUREMENT METHODOLOGY
Safe, healthy, respectful, and progressive communities, based on cultural, Ailan Kastom and Aboriginal traditions	Improvement in the quality of and access to social and legal services	Maintain/increase participation in interagency and integrated service delivery meetings	Maintain/increase participation in interagency and integrated service delivery meetings	Maintain/increase participation in interagency and integrated service delivery meetings	Maintain/increase participation in interagency and integrated service delivery meetings	Method: Qualitative analysis of TSRA administrative data Data sources: TSRA secretariat documentation; TSRA grants administration systems
		Implementation and monitoring of legal services model				
		Maintain support for social support services				



The Artwork

ARTIST:

Loretta Glanville

COMMUNITY:

Kubin – Mua Island

TITLE:

Beautiful Black Coral 1

YEAR:

2022

MEDIUM:

Ink on paper

The story

Coral plays an important part of our island life.

For years our island reefs have experienced the impacts of coral bleaching that is caused by the temperature changes to the water because of the global warming contributions. There are areas around Mua that have been affected by this impact and this print is my impression of these changes – how it went from beautiful colours to the dead colour of white.

Somehow, all I see now is how these bleached coral areas are healing themselves and naturally propagating themselves by developing new coral growth around these areas, bit by bit turning into coral forest again.





Australian Government



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