



# Corporate Plan

*Bisnis Plan*

## 2020-2025



Torres Strait Island  
REGIONAL COUNCIL

Papua New Guinea

Language  
Miriam Mir/Mer

Kalaw Kawaw Ya dialect

**BOIGU**  
(Talbot Is.)

**DAUAN**  
(Mt. Cornwallis Is.)

**SAIBAI**

**UGAR**  
(Stephen Is.)

Erub/Ugar dialect

**ERUB**  
(Darnley Is.)

Language  
Kala Lagaw Ya

**MABUYAG**  
(Jervis Is.)

**BADU**  
(Mulgrave Is.)

**MUA Island**

**WUG**  
(St Pauls Community)

**ARKAI**  
(Kubin Community)

Mabuyag dialect

**MASIG**  
(Yorke Is.)

**IAMA**  
(Yam Is.)

**PORUMA**  
(Coconut Is.)

**WARRABER**  
(Sue Is.)

Kulkalgau Ya dialect

**MER**  
(Murray Is.)

Mer dialect

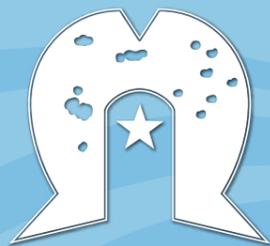
Kaurareg dialect

**KIRIRRI**  
(Hammond Is.)

**Waibene**  
(Thursday Is.)



Cape York Peninsula



Torres Strait Island  
REGIONAL COUNCIL

[www.tsirc.qld.gov.au](http://www.tsirc.qld.gov.au)



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### **Acknowledgement**

The Torres Strait Island Regional Council (TSIRC) acknowledges our Native Title Holders, our Elders past and present, and all members of the Communities we serve within the 5 clusters of Zenadth Kes; the Gudaw Maluligal Nation of the Top Western Islands, the Maluligal Nation of the Western Islands, the Kemer Kemer Meriam Nation of the Eastern Islands, the Kulkalgal Nation of the Central Islands, and the Kaiwalagal Kaurareg Aboriginal Nation of the Inner Islands. We recognise their continuing connection to land and sea, and the strength of a cultural heritage and belief system that spans past, present and future generations.

### **Disclaimer**

Torres Strait Islander and Aboriginal peoples should be aware that this publication may contain images or names of people who have since passed away. TSIRC respects the right of families and communities to request the removal of any image from this document that causes distress.

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# Mayoral Foreword

Firstly, I acknowledge our Lord, Native Title Holders, our Elders past and present, and the people of the Torres Strait.

This Corporate Plan has been formulated following our significant milestone of a decade as the Torres Strait Island Regional Council (TSIRC). The entity we are today represents our 15 unique island communities, forming in March 2008 as part of the State Government’s amalgamation policy, and replacing the Island Coordinating Council. During our 10th birthday celebrations, I was able to reflect on the personal honour it has been for me to serve 3 terms in the Mayoralty of this great organisation, and our exceptional region.

Looking ahead in preparation of this plan for the next 5 years, as a Council we work-shopped and agreed our new vision to become “an autonomous, prosperous and sustainable community and council”, and our new mission of “improving our communities’ livability in all we do”.

Our newly endorsed vision and mission were fundamental to the development of our Corporate Plan (2020-2025), providing an executable framework for consultation with each of our 15 communities, and ultimately leading to our strategic focus areas of People, Sustainability and Prosperity.

It is with great pride that I present our new Corporate Plan and look forward to improved livability for our communities in 2025, through the delivery of autonomy, prosperity and sustainability to our region.

Finally, I wish to pay respects to our Elders, and to thank our hard-working Councillors, and all TSIRC staff for the commitment and initiative they show every day to deliver our vision and mission.

God Bless.

**Cr. Fred Gela**  
Mayor



# Message from the CEO

Firstly, I would like to acknowledge the true custodians of the lands we serve across the length and breadth of Zenadth Kes. I acknowledge and pay my respects to Elders past, present and emerging.

It’s important to note our 10-year anniversary as an amalgamated Council, forged from the rich history of the previous individual island Councils and the enduring legacy represented by the grass roots leadership of our current Councillors, and those leaders who have walked before them. From this foundation we have built our new Corporate Plan for 2020-2025.

TSIRC is unique in comparison to other local government organisations and as a result, our delivery extends to more than traditional local government services such as roads, water and waste, and into areas of social, environmental, and economic outcomes.

Driving a corporate culture of operational efficiency and service delivery excellence is paramount in achieving our communities’ liveability and sustainability aspirations, and I

acknowledge the large role we play in assisting the delivery of prosperity to our communities. This extends to the facilitation and retention of key skills within our region, and introducing business opportunities through procurement, divestment and other strategic partnerships.

In developing our new Corporate Plan our organisation also underwent a transformation process; driving us to understand how we need to evolve as an organisation, and what service delivery best practise means for us in alignment and execution of Council’s new vision, mission and values for our communities over the next 5 years.

I look forward to working with and steering this extraordinary team in the delivery of this plan and our mission of improving our communities’ livability in all we do.

**Bruce Ranga**  
Chief Executive Officer



# Introduction

## What is a Corporate Plan and its purpose?

Our Corporate Plan is the key strategic business plan for our Council. It provides a focused framework for Council to plan and undertake its business and service delivery over the period of the plan, having regard to various issues, which may have been identified during the planning process, including community engagement.

### *Wanam bisnis plan blo Council and purpose blo this plan?*

*This bisnis plan e coss Council e setem for wanam Council plan for mekem, wanam time ol gor mekem and wataim ol gor makem them something. When Council gor meke them something all gor thing about them important something all pamle bin tok about middle lor them planning process when Council be talk for ol people lor pless.*

## Why have a Corporate Plan?

Apart from being a legislative requirement, developing a Corporate Plan is good business practice. It provides council with a strategic focus and is a useful tool in unifying and guiding council's elected members and staff.

### *Wanam e Corporate Plan?*

*This only nor legal something Council hap to gad but e praper good binis something for Council for gad. This e gibe Council a clear picture and helpe Council and all staff blo thempla for come together lor one heart, one mind por meke ol something for people blo pless.*

# Our Vision

*Youmpla Vision*

“ For our Communities and Council to be Autonomous, Prosperous and Sustainable

*For youmpla ples ene Council for meke something youmpla self sor long we can gad fruit them thing we makem e praper ene las long time.*

”

## What does Autonomy, Prosperity and Sustainability mean for our region?

### Autonomous:

We achieve autonomy when we empower our people and community through rigorous engagement, consultation and participation. An autonomous council fuels both local and regional self-sufficiency solutions.

### Prosperous:

We are prosperous when we are flourishing, thriving, or have success; This can be in our faith, culture, traditions, happiness, fortune or health and wellbeing.

### Sustainable:

We are sustainable when we deliver social, economic or environmental solutions that enhance current community needs and long term aspirations.

# Our Mission

*Youmpla Mission*

“ To improve our Communities’ livability in all we do

*For youmpla for strete ples blo youmpla ene weis kaine youmpla stap lor pless blo youmpla.*

”

## What does livability mean for our region?

Livability is the sum of factors that add up to a community’s quality of life - including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreational possibilities.



# Our Values

## Youmpla Values



### RESPECT



We have respect for each other and the communities we serve.

*Youmpla respect one another and ples blo youmpla, youmpla ya for serve.*

- We respect and recognise Ailan Kastom.
- We are open and collaborative, valuing clear community engagement.
- We recognise and respect diversity, individual needs, experience and strengths.

### COURAGE



We are courageous leaders, who think innovatively.

*Youmpla aol strong leader and we think about proper good weis kaine youmpla gor meke something lor ples por pipol blo youmpla.*

- We encourage, value and reward creative thinking.
- We respect and explore different ideas and perspectives.
- We embrace change and actively promote Council's vision.

### ACCOUNTABILITY



We are accountable and responsive to our communities.

*We meke ol something proper for good name por aol pipol we wok por especially por ples blo youmi.*

- We take pride in our work and pursue a standard of service excellence.
- We consistently strive for transparency and good governance to the benefit of public interest.
- We are reliable, honest and ethical in all we do.

### RESILIENCE



We are builders of a sustainable and resilient region.

*Youmpla buildi strong region blo youmpla ene meke something wereya e las long time.*

- We actively seek opportunities to continuously improve and bring growth to our region.
- We think globally, act regionally.
- We empower our people and communities; embracing local opportunity and participation.

### ONE



We are one team who achieves together.

*Youmpla one and youmi make e ol something matha one.*

- We show care for people and look out for each other.
- We speak up and support others to be safe and healthy.
- We respectfully address behaviours that conflict with Council's values.

# What is Youmpla Voice?

Youmpla Voice is Council's new way of consulting with and managing feedback from our Communities, this may be in person, online or via the phone; however you choose to contact Council, it's important that the process is transparent and you feel heard.



## Wanam youpla voice?

*Youmpla voice e Council new way for weis kaine Council gor come ene yarn lor pamle lor pless. This one e mean whether thempla gor yarn lor you one to one person, or on-line lor computer or lor phone, e hap only to you weis kaine you wande council for yarn lor you. E mina nadakain important for Council for meke this process e clearer and easy for algether pamle and make you feel good them kain Council be proper lisin for you.*

The principal focus of Youmpla Voice is to provide transparent and open communication channels in and out of Council, taking into account the specific engagement requirements for identified groups of our communities, such as overcoming language barriers, and access to digital content. The Youmpla Voice program was launched in June 2019, during consultations and feedback sessions to shape and design this Corporate Plan; consultations were held in each of our 15 communities, and via Council's satellite operations on Waibene (Thursday Island) and in Cairns.



# Our 2020-2025 Strategic Delivery Pillars

Our new vision for our 'Community and Council to be Autonomous, Prosperous and sustainable' and our mission 'To improve our community's livability in all we do' provided a robust framework for consulting with our Communities about this plan. The 12 desired outcomes for delivery of our vision and mission by 2025 were then established, aligned to our 3 strategic pillars of People, Sustainability, and Prosperity.



## People *Bisnis - Pipol*

**Outcome 1:** We preserve cultural heritage, history and place.

**Outcome 2:** Our communities are safe, healthy and active.

**Outcome 3:** We ensure accessibility to community support services.

**Outcome 4:** We are a transparent, open and engaging council.



## Sustainability *Bisnis - Mekem las long*

**Outcome 5:** We plan effectively for the future of our individual communities and region.

**Outcome 6:** Our communities remain resilient to the effects of climate change and natural disasters.

**Outcome 7:** Our communities are consulted around liveable places, aligned to lifestyle and environmental suitability.

**Outcome 8:** We manage council affairs responsibly to the benefit of our communities.

**Outcome 9:** We actively reduce our environmental footprint and manage our resources sustainably.



## Prosperity *Bisnis - Pruitpul*

**Outcome 10:** We advocate and foster regional prosperity through enterprise development.

**Outcome 11:** We invest in the retention of key skills within our region.

**Outcome 12:** We bring opportunity to our region and put our culture on the world stage.



# People

## *Bisnis - Pipol*



### Outcome 1: We preserve cultural heritage, history and place.

Objectives	Key Deliverables
1.1 Capturing of information from Elders - Language, Song & Dance.	<ul style="list-style-type: none"> <li>Advocate and partner with Organisations to capture History (and Story), Language, Song and Dance from Elders and the Community.</li> <li>Work with State Library to ensure community accessibility to information through Indigenous Knowledge Centre (IKC).</li> </ul>
1.2 Advocacy for the protection of artist rights and cultural ownership within the arts.	<ul style="list-style-type: none"> <li>Work with relevant nation-wide stakeholders to facilitate delivery of Regional Arts Protocols workshop.</li> <li>Advocate for a language, song and dance school of excellence with regional Educational Institutions.</li> </ul>
1.3 Repatriation and protection of sacred objects.	<ul style="list-style-type: none"> <li>Advocate and assist in the facilitation for the return of sacred objects.</li> <li>Investigate and advocate for the establishment of regional, cluster, or individual cultural centres.</li> </ul>

Objectives	Key Deliverables
1.4 Environmental and culturally significant landscapes are recorded, valued and protected.	<ul style="list-style-type: none"> <li>Advocate and facilitate strategic planning for the protection and preservation of sacred sites.</li> </ul>
1.5 Establish a strategic plan for community worship & cemetery sites.	<ul style="list-style-type: none"> <li>Documented Cemetery and Burial Site Plan which includes, Churches and Places of Worship, identification of new sites, and maintenance and restoration of current sites.</li> </ul>



**Outcome 2: Our communities are safe, healthy and active.**

Objectives	Key Deliverables
2.1 Provision of adequate public lighting.	<ul style="list-style-type: none"> <li>Establish program of works to restore and extend public street and key infrastructure lighting.</li> </ul>
2.2 Advocate for greater solutions to unregistered or unsolicited community visits, border movements and intruders.	<ul style="list-style-type: none"> <li>Work with key agencies and partners to investigate key community security and surveillance opportunities.</li> </ul>
2.3 Facilitate community-led strategy for public social behaviour concerns.	<ul style="list-style-type: none"> <li>Work with each community to understand applicable public social behaviour concerns and facilitate recommendations with key agencies.</li> <li>Work with key partners to investigate and advocate for programs that facilitate safe places and/or houses.</li> <li>Partner with key agencies to develop more culturally aligned community education programs.</li> </ul>
2.4 Lead a strategic approach to healthy and active lifestyles.	<ul style="list-style-type: none"> <li>Advocate and partner with stakeholders to produce a regional sport, recreation and healthy and active lifestyle strategy.</li> <li>Establishment of collaborative networks with key stakeholders to address local barriers to active, healthy living.</li> <li>Plan for safe and vibrant physical environments and infrastructure that supports healthy living and community activities.</li> <li>Facilitate appropriate and accessible activities for identified groups of community.</li> </ul>

Objectives	Key Deliverables
2.5 Evolve and grow the Indigenous Knowledge Centre (IKC) Program.	<ul style="list-style-type: none"> <li>Work with State Library and other partners to refresh the IKC strategy - Increasing program options for identified sectors of the community.</li> <li>Work with State Library and other partners to refresh and grow IKC technology and other learning assets.</li> </ul>
2.6 Enable a positive nutritional culture and sustainable food sourcing.	<ul style="list-style-type: none"> <li>Facilitate access and assistance to Community Gardens.</li> <li>Facilitate access and support program for home produce production.</li> <li>Facilitate delivery of food safety and healthy eating educational materials.</li> </ul>



**Outcome 3: We ensure accessibility to community support services.**

Objectives	Key Deliverables
3.1 Advocate for greater care and accessibility options for elderly and disabled community members, ensuring families remain connected.	<ul style="list-style-type: none"> <li>Advocate and further develop respectful home-based care program for elderly and disabled residents.</li> <li>Advocate for greater respite care opportunities at local and regional levels.</li> <li>Develop strategic plan for greater accessibility opportunities for all members of community to essential services and town infrastructure.</li> </ul>
3.2 Delivery of childcare support models in partnership with the community.	<ul style="list-style-type: none"> <li>Facilitate the development of a regional plan and strategy for childcare support and delivery opportunities within our local communities.</li> </ul>
3.3 Refresh council's community and regional grant program.	<ul style="list-style-type: none"> <li>Refresh regional grant program in alignment with key community feedback points.</li> <li>Work with Community and key stakeholders to develop a strategic regional approach for bereavement support and funeral assistance options.</li> </ul>
3.4 Advocacy for the recognition of traditional Island Adoption.	<ul style="list-style-type: none"> <li>Work with Community and key agencies to develop awareness and support models for Island Adoption.</li> </ul>

**Outcome 4: We are a transparent, open and engaging council.**

Objectives	Key Deliverables
4.1 Foster increased community consultation opportunities for direct and indirect Council services or programs.	<ul style="list-style-type: none"> <li>Refresh Council's community engagement strategy via the Youmpla Voice program, focusing on clear consultation models and identified sectors of community.</li> <li>Utilise linguists and graphic specialists to ensure greater access to Council content.</li> </ul>
4.2 Evolve Council's communication channels and community's access to information.	<ul style="list-style-type: none"> <li>Launch Council's digital enablement program, evolving online and enabling physical access points.</li> <li>Work with key agencies and partners to establish regular community information materials and updates.</li> </ul>
4.3 Ensure community advocacy and engagement at all levels of government.	<ul style="list-style-type: none"> <li>Facilitate Round Table Meetings and regular liaison with State and Federal Government Members, providing appropriate community feedback.</li> <li>Work with Community to provide a regional legal framework which addresses both State and Traditional Lore requirements.</li> <li>Continue implementation of regional governance via One Boat and Regional Plans.</li> </ul>
4.4 Capture and develop the voice of our next generation.	<ul style="list-style-type: none"> <li>Work in partnership with key regional, state and federal stakeholders to develop a Leadership and mentoring program for youth.</li> <li>Establishment of a Youth Council, appointing a representative from each division.</li> </ul>



# Sustainability

## *Bisnis - Mekem las long*



### Outcome 5: We plan effectively for the future of our individual communities and region.

Objectives	Key Deliverables
5.1 Ensure a clear and transparent Town and Master Planning process.	<ul style="list-style-type: none"> <li>• Work with relevant partners to ensure community involvement in key infrastructure and accommodation placement.</li> <li>• Advocate for the mapping of traditional clan areas, where applicable, investigating repatriation opportunities.</li> <li>• Ensure growth centres (both economic and recreational) are targeted across communities to facilitate access and choice.</li> <li>• Work with relevant partners to ensure accurate demographic data collection for inclusion in future planning.</li> <li>• Ensure the inclusion of rising sea level mapping and potential community relocation zones in town planning process.</li> <li>• Development of Indigenous Land Use Agreements with each Island.</li> </ul>
5.2 Facilitate accessible and reliable road infrastructure.	<ul style="list-style-type: none"> <li>• Investigate improvement and extension of roadways to essential infrastructure and places of community importance.</li> <li>• Investigate and develop concepts for sewer and waste water improvements.</li> </ul>

Objectives	Key Deliverables
5.4 Advocate for the upgrade of essential marine, airport and associated infrastructure.	<ul style="list-style-type: none"> <li>• Scoping and planning for the dredging of wharves and other landing sites.</li> <li>• Scoping and planning for the upgrade of existing marine and airport facilities to be accessible and adequate for industry.</li> </ul>
5.4 Telecommunications planning and advocacy.	<ul style="list-style-type: none"> <li>• Work with key partners to facilitate improvement to regional telecommunications standards.</li> <li>• Work with key partners to facilitate community WiFi access.</li> </ul>



**Outcome 6: Our communities remain resilient to the effects of climate change and natural disasters.**

Objectives	Key Deliverables
6.1 Protect communities through seawall and other coastal defence construction.	<ul style="list-style-type: none"> <li>• Work with community to develop a climate change mitigation and adaption strategy, including potential displacement activities.</li> <li>• Engineered designs for seawalls and other coastal defence construction in our most affected communities are prioritised for works.</li> <li>• Develop roadmap for mitigation works to remaining communities.</li> </ul>
6.2 Evolve disaster management planning & recovery.	<ul style="list-style-type: none"> <li>• Facilitate the development of a regional plan and strategy for childcare support and delivery opportunities within our local communities.</li> </ul>

**Outcome 7: Our communities are consulted around liveable places, aligned to lifestyle and environmental suitability.**

Objectives	Key Deliverables
7.1 Facilitate improvement to community housing awareness and information.	<ul style="list-style-type: none"> <li>• Work with key agencies to refresh and develop community awareness programs for home rental options, process and calculation methodologies.</li> <li>• Work with key agencies to refresh and develop community awareness programs for home ownership options, processes and mechanisms.</li> </ul>
7.2 Advocate for the development of more environmentally and culturally appropriate housing designs.	<ul style="list-style-type: none"> <li>• Work with key partners to facilitate housing design consultation within communities, addressing key lifestyle needs and family demographics.</li> <li>• Advocate for inclusion of renewable and sustainable solutions in housing designs.</li> <li>• Advocate for new and existing housing design adequacy for local conditions, including rising sea levels and flooding.</li> </ul>
7.3 Advocate for the increase to available options to overcome housing shortages and overcrowding.	<ul style="list-style-type: none"> <li>• Work with relevant agencies to increase housing allotment and construction opportunities within our region.</li> </ul>



**Outcome 8: We manage council affairs responsibly to the benefit of our communities.**

Objectives	Key Deliverables
8.1 Delivery of strategic plans, operational plans, budget and associated performance management.	<ul style="list-style-type: none"> <li>Develop and refine council's budget in alignment to the delivery of council's corporate and annual operational plans.</li> <li>Conduct annual operational planning and reporting.</li> <li>Evolve council's strategic asset management planning for all infrastructure classes.</li> <li>Develop and implement asset monitoring technologies to enable remote management of key infrastructure.</li> <li>Effective management of DOGIT Land as a Trustee.</li> <li>Evolve Council's cost management and analysis reporting.</li> </ul>
8.2 We continuously develop and evolve our enterprise risk management and business continuity planning.	<ul style="list-style-type: none"> <li>Conduct a refresh of council's risk framework, aligned to global best practice.</li> <li>Strengthen council's business continuity planning in alignment with the Local Area Disaster Management Group (LDMG).</li> </ul>
8.3 Develop a service delivery excellence model.	<ul style="list-style-type: none"> <li>Define departmental customer and general service level metrics.</li> <li>Investigate community expectations on service levels and fee for service appetite.</li> <li>Define regional project logistics requirements and strategic infrastructure to deliver.</li> </ul>

Objectives	Key Deliverables
8.4 Develop council as employer of choice within the region and nationally.	<ul style="list-style-type: none"> <li>Further develop and report on council's Transitional Action Plan, ensuring employment within local communities.</li> <li>Ensure council's recruitment process is clear and accessible.</li> <li>Develop council diversity and inclusion policy.</li> <li>Negotiate and deliver a collective agreement with council workforce.</li> </ul>



**Outcome 9: We actively reduce our environmental footprint and manage our resources sustainably.**

Objectives	Key Deliverables
9.1 Facilitate the introduction of renewable energy production, and sustainable consumption.	<ul style="list-style-type: none"> <li>• Investigate and facilitate the introduction of alternative or renewable energy technologies via individual pilot programs and regional solutions.</li> <li>• Advocate and investigate electric vehicle and associated infrastructure pilot opportunities.</li> </ul>
9.2 Evolve waste management through recycling and reuse strategies.	<ul style="list-style-type: none"> <li>• Coordinate waste management activities through landfill, transfer station and recycling opportunities.</li> <li>• Facilitate regional clean-up and investigate long-term solutions for bulk waste, car bodies and whitegoods.</li> <li>• Investigate sewer bio-solids and grey water reuse opportunities.</li> </ul>
9.3 Ensure a safe and sustainable drinking water program.	<ul style="list-style-type: none"> <li>• Active management of the water delivery system including on-line meter reading.</li> </ul>
9.4 Ensure effective environmental health management practices.	<ul style="list-style-type: none"> <li>• Development and execution of pest management plans.</li> <li>• Work with key partners and agencies to further implement Biosecurity Plan and controls.</li> <li>• Work with individual communities to identify areas for cultural cutting and cleaning places.</li> <li>• Facilitation of domestic animal health checks.</li> <li>• Develop coordinated warning systems associated with health outbreaks.</li> </ul>





# Prosperity

## *Bisnis - Pruitpul*



### Outcome 10: We advocate and foster regional prosperity through enterprise development.

Objectives	Key Deliverables
10.1 Advocate for community and individual enterprise models and investment attraction.	<ul style="list-style-type: none"> <li>Facilitate the establishment of an Enterprise Development Strategy, identifying key sector opportunities.</li> <li>Advocate for private sector investment attraction policies at State and Federal levels.</li> <li>Review Sister City relationship appropriateness and opportunities.</li> </ul>
10.2 Advocate and facilitate key industry development	<ul style="list-style-type: none"> <li>Work with key partners to facilitate pre-feasibility studies on key sectors and industry development opportunities within region.</li> <li>Divestment of non-core council owned business.</li> </ul>
10.3 Develop a visitor management strategy.	<ul style="list-style-type: none"> <li>Investigate and refresh council's existing visitor management process and implementation roadmap.</li> <li>Investigate tourism opportunities, segments and attraction models.</li> </ul>

### Outcome 11: We invest in the retention of key skills within our region.

Objectives	Key Deliverables
11.1 Advocate and facilitate key programs that retain and introduce employment or contracting within communities.	<ul style="list-style-type: none"> <li>Facilitate study into key skill opportunities and development models.</li> <li>Grow council's existing apprenticeship and traineeship program.</li> <li>Work with relevant partners to ensure employment models exist post apprenticeship or traineeship.</li> </ul>
11.2 Refresh council's procurement policies.	<ul style="list-style-type: none"> <li>Develop and implement council's Indigenous Procurement Policy.</li> </ul>
11.3 Drive regional financial literacy.	<ul style="list-style-type: none"> <li>Work with applicable stakeholders and agencies to facilitate the development of personal and home budgeting programs.</li> <li>Work with applicable stakeholders and agencies to facilitate the development of existing and start up business assistance programs.</li> </ul>
11.4 Facilitate the retention of key traditional skills within region.	<ul style="list-style-type: none"> <li>Investigate and document key traditional skills, ie. arts &amp; craft production, noting upskilling gaps.</li> </ul>



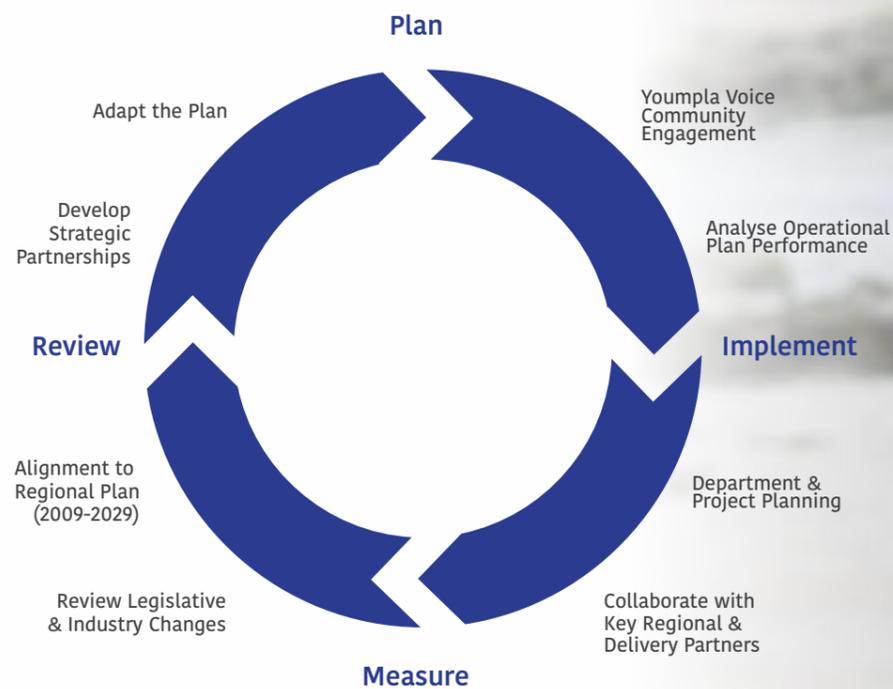
**Outcome 12: We bring opportunity to our region and put our culture on the world stage.**

Objectives	Key Deliverables
12.1 Develop a world class model for festivals and event delivery.	<ul style="list-style-type: none"><li>• Facilitate the development of an international cultural festival, hosted within region.</li><li>• Work with key partners to deliver sporting and recreational festivals within region.</li><li>• Work with applicable stakeholders and agencies to facilitate the development of key industry &amp; career market day events within region.</li></ul>



# How we will deliver our Corporate Plan

The delivery and associated performance of this plan will be reviewed quarterly with Council's Elected Representatives and Executive Personnel (*as shown on pages 38 & 39*) as part of the operational planning process. Integral to this process is our co-ordinated Risk Management monitoring in all areas of operations, which provides assurance that Council's resources are allocated to meet legislated obligations and community expectations.



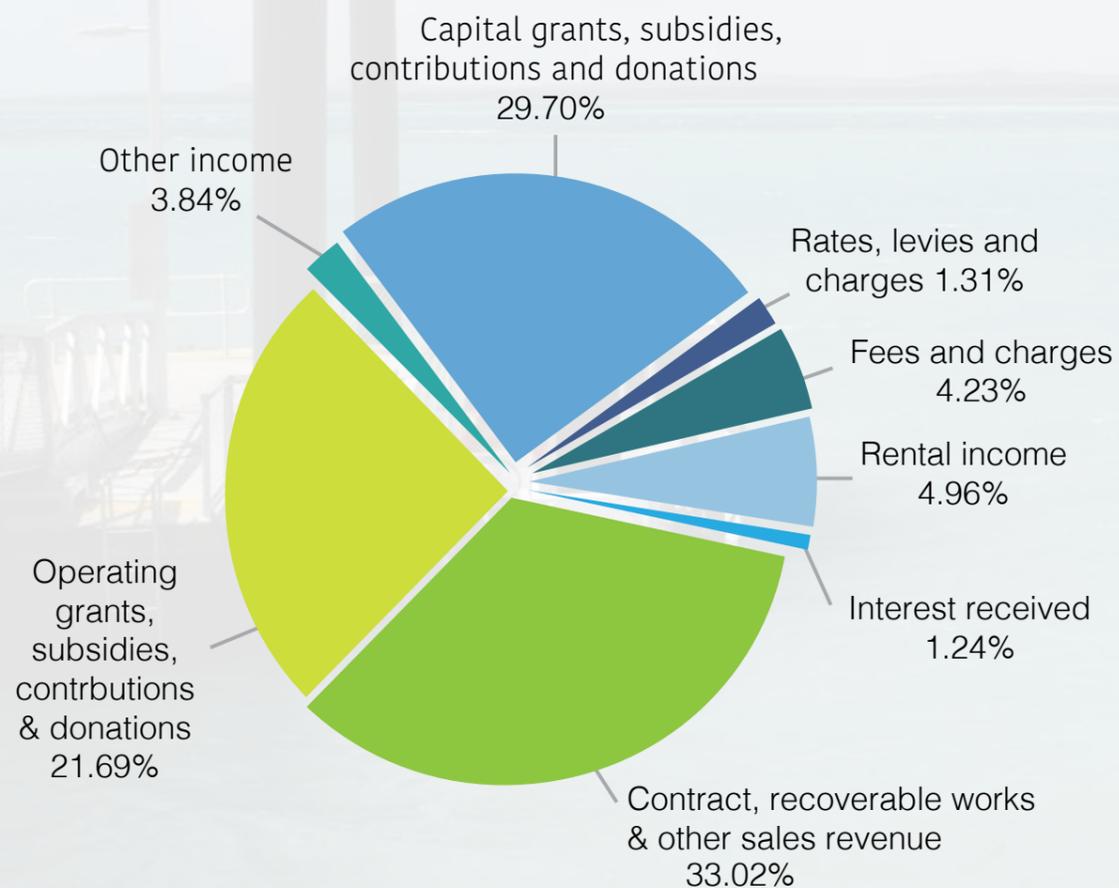
Council has legislative obligations under the Local Government Act 2009 to prepare a five year corporate plan that incorporates clear community engagement. In addition to this Council will consult annually with each Community, as part of the Youmpla Voice program (*as outlined on page 16*).



# How we will finance our Corporate Plan

## Sources of Council's Revenue

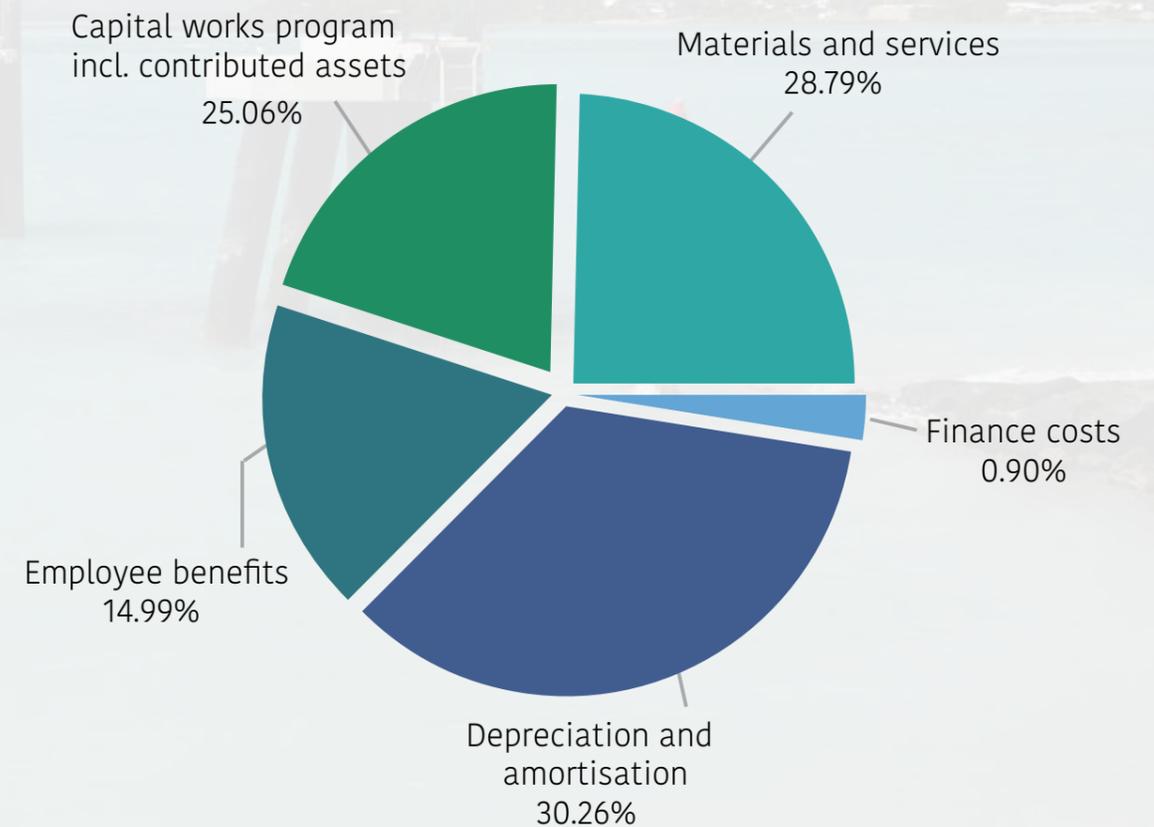
Council's operating revenue and capital revenue totaled \$73,772,606 and \$31,160,902 respectively from the 18/19 period.



*These representations should remain consistent based on Council's current forecast projections with the exception of capital grants, subsidies, contributions and donations which has a dependency on donor program lifecycles.*

## Council Expenditure by Type

Council's operating expenditure and capital works program including contributed assets totaled \$114,323,704 and \$38,227,147 respectively from the 18/19 period.



*These representations should remain consistent based on Council's current forecast projections with the exception of capital works program including contributed assets which has a dependency on donor program lifecycles.*

# Elected Councillors\*



Cr Fred Gela  
Mayor



Cr Dimas Toby  
Div 1 - Boigu



Cr Mario Sabatino  
Div 8 - Kirirri



Cr Getano Lui (Jnr)  
Div 9 - Iama



Cr Clara Tamu  
Div 10 - Warraber



Cr Francis Pearson  
Div 11 - Poruma



Cr Ted Nai  
Div 12 - Masig



Cr Rocky Stephen  
Div 13 - Ugar



Cr Patrick Thaiday  
Div 14 - Erub



Cr Bob Kaigey  
Div 15 - Mer



Cr Torenzo Elisala  
Div 2 - Dauan



Cr Keri Akiba  
Div 3 - Saibai



Cr Keith Fell  
Deputy Mayor  
Div 4 - Mabuia



Cr Laurie Nona  
Div 1 - Boigu



Cr David Bosun  
Div 6 - Arkai



Cr John Levi  
Div 7 - Wug

\*As elected at time of Corporate Plan endorsement - July (2019) Ordinary Meeting, Warraber Is.

# Executive Structure



Business Services consists of the Financial Services, Information Technology, and Asset & Risk Management functions of Council.



Building Services works alongside Housing & Tenancy Services to construct and maintain Council's social housing portfolio, as well as managing new construction and preventative maintenance on buildings and core council assets in our communities.



Engineering Services manages our major capital works and infrastructure programs, as well as the operational responsibility for water and waste services, and our 11 aerodromes and 13 helipads.



Strategic Projects & Logistics works closely with Council's Building and Engineering functions to drive efficiency in core project delivery and allocation, freight consolidation services, fuel facility and seaport management.



Housing & Tenancy Services oversees Council's 900+ social houses across our region, delivering tenancy management, housing allocation services and facilitation of pathways into home ownership.



Community Services is responsible for Council's local divisional offices and administration, aged care, childcare, healthy lifestyle and wellbeing programs, Indigenous Knowledge Centres (IKC), and environmental health.



Corporate Affairs & Engagement manages Council's key stakeholder services within the areas of media & parliamentary relations, community advocacy, sourcing & supply chain management, internal communication, and funding acquisition & enterprise development.



Executive office functions (including the People & Wellbeing Department) report directly into the Chief Executive Officer and consist of Council's Legal, Internal Audit and Council Secretariat services.



People & Wellbeing consists of the employee relations and benefits, recruitment, apprenticeship & traineeship programs, Workplace Health and Safety (WHS), and training & development functions for Council.

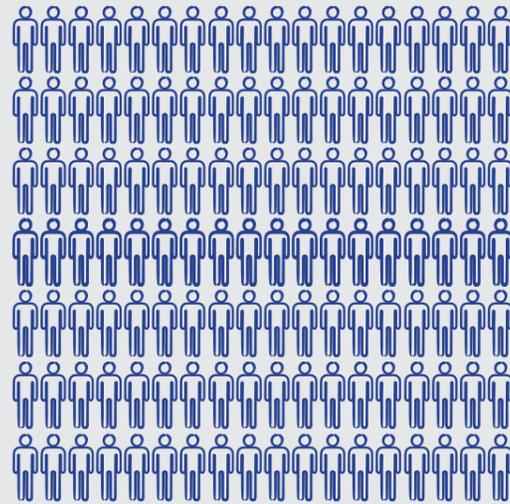
# Our Region



**15** Unique & Individual Island Communities, that sit within 5 Nation Clusters (represented by the 5 Points of the Star in our Logo & Flag):

- Gudaw Maluligal Nation of the Top Western Islands.
- Maluligal Nation of the Western Islands.
- Kemer Kemer Meriam Nation of the Eastern Islands.
- Kulkalgal Nation of the Central Islands.
- Kaiwalagal Kaurareg Aboriginal Nation of the Inner Islands.

A Population Base of 5,000+



We have **4** types of Islands

- An Eastern Group of High Volcanic Islands
- A Central Group of Low Sandy Islands
- A Western Group of High Islands Composed of Volcanic & Granitic rocks
- A Northern Group of Low Islands Composed of Mangrove Muds & Peats

Our Islands are scattered throughout 42,000km<sup>2</sup> of Sea, sitting between Cape York and Papua New Guinea, with the Narrowest Point being 150km and extending 200-300km from farthest east to farthest west. We Share an international border, which we manage via treaty with Papua New Guinea.

**2** Home of Traditional Languages  
**6** and Dialects

**Meriam Mir**  
Mer Dialect & Erub Dialect

**Kala Lagaw Ya**  
Kulkalgau Ya, Kalaw Kawaw Ya, Kawrareg Dialect & Mabuyag Dialect

Our Region is Home to **3** Art Centres

Erub (Darnley Is.), Badu (Mulgrave Is.) & Arkai (Kubin Community on Mua Is.)

# Our Operations

**\$1.6billion+**  
In Gross Managed Assets

**13**  
We serve as Trustee for Communities

**13**  
Heli-Pads

**15**  
Seaports

**13**  
Subsidised Fuel Outlets

**10**  
Indigenous Knowledge Centres (IKC's)

**900+**  
Social Houses

**15**  
Water Treatment Plants

**12**  
Wastewater Facilities

**15**  
Waste Management Facilities

**2**  
Child Care Centres

**15**  
Environmental Health & Biosecurity Programs

**11**  
Aerodromes

**23,000+**  
Border Movements Annually

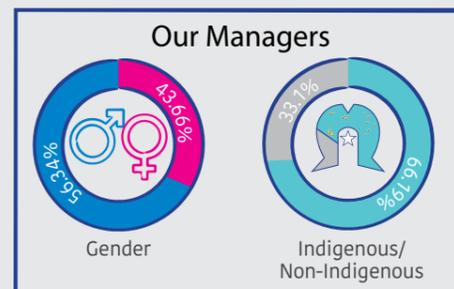
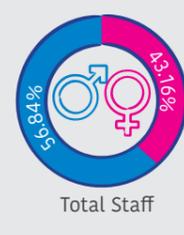
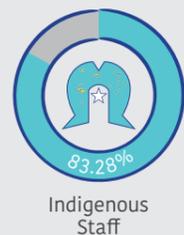
**15**  
Regional Mail Delivery

**21,250+**  
Provision of Power Cards

**10+**  
Home Support Services/Accommodation Facilities

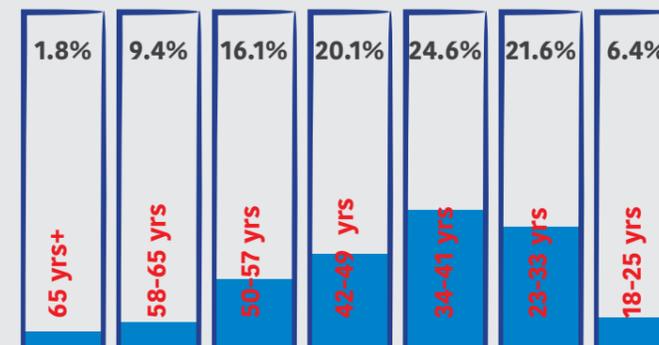
**24**  
**15**  
Cemeteries

# Our Workforce



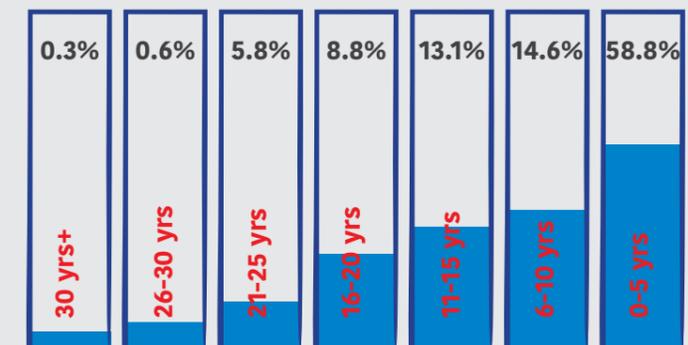
Average Age of Employees is 41.87yrs

Age Range of Employees by Category:



Average Years of Service is 7.37yrs

Years of Service by Category:



Apprentice & Trainee Programs







**Torres Strait Island**  
REGIONAL COUNCIL

**Head Office &  
General Enquiries**

Lot 12 Francis Road,  
Hammond Island,  
Qld 4875

Phone: 07 4034 5700  
Email: [corporate.affairs@tsirc.qld.gov.au](mailto:corporate.affairs@tsirc.qld.gov.au)  
[www.tsirc.qld.gov.au](http://www.tsirc.qld.gov.au)