



Torres Strait Island
REGIONAL COUNCIL

CORPORATE PLAN

2025 - 2030



TOP WESTERN - Gudaw Malulgal N

KLY

Kalaw Kawaw Ya dialect

BOIGU
(Talbot Is.)

DAUAN
(Mt. Cornwallis Is.)

KLY

Kala Lagaw Ya
Language Group

WESTERN - Malulilgal Nation

MABUIAG
(Jervis Is.)

BADU
(Mulgrave Is.)

MUA Island

WUG
(St Pauls Community)

KLY

Mabuyag dialect

KUBIN Community

INNER - Kaiwalagal Kaurareg Aboriginal Nation

KIRIRRI
(Hammond Is.)

Waibene
(Thursday Is.)

KLY

Kaurareg



Miriam Mir/Mer

Language Group

ation

SAIBAI

MM

Erub/Ugar dialect

EASTERN - Kemer Kemer Meriam Nation

UGAR

(Stephen Is.)

ERUB

(Darnley Is.)

CENTRAL - Kulkalgal Nation

MASIG

(Yorke Is.)

IAMA

(Yam Is.)

PORUMA

(Coconut Is.)

MER

(Murray Is.)

MM

Mer dialect

KLY

Kulkalgaw Ya dialect

WARRABER

(Sue Is.)

g dialect



Acknowledgement

Torres Strait Island Regional Council acknowledges Native Title Holders, Elders past and present, and all members of the Communities we serve within the five clusters of Zenadth Kes: Kemer Meriam Nation of the Eastern Islands, the Kulkalgal Nation of the Central Islands, Kaiwalagal Kaurareg Aboriginal Nation of the Inner Islands, Maluilgal Nation of the Western Islands, and the Gudaw Malulgal Nation of the Top Western 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. We also recognise all Torres Strait Islander people in the Region and on the Australian mainland.

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. Council respects the right of families and communities to request the removal from subsequent publications of any image or name that causes distress.

** Cover picture taken from Badu Island*



Erub Island

Our Region

The Torres Strait Island region is a unique and diverse area located between the northern tip of Queensland, Australia, and Papua New Guinea. Home to a population of approximately 5,000 people, the region is rich in cultural heritage, with Torres Strait Islanders maintaining strong traditions in language, dance, art and song.



We are **15** island communities with **4,000+** people



We are situated between the northern most tip of mainland Australia to the south of PNG



We are a place of national & international significance



We speak **26** traditional languages and dialects



We are represented by **1** Mayor & **15** councillors, elected by our communities



We have **\$2.3 billion** in base assets and deliver **\$78 million** in operating expenditure and **\$56 million** in capital works



We have a workforce of **343** employees with **78%** living in community



We have over **700+** community houses to support



We have **15** seaports, **13** helipads, **11** aerodromes



We operate **15** water treatment plants, **12** wastewater facilities, **15** waste management centres



We run **15** environmental health and biosecurity programs, **13** fuel outlets



We service **15** cemeteries, **2** childcare centres, **3** arts & cultural centres **15** post outlets, **10** indigenous knowledge centres, **24** accommodation facilities, **10 +** home support services



We manage **13** communities as Deed of Grant in Trust (DOGIT) trustee



We are committed to ensuring compliance with native title laws across all **15** of our island communities



We manage **23,000+** border movements annually

Community Priorities



Housing



Water



Jobs



Health and Wellbeing



Marine Infrastructure



Mayor's Message

Kapu goeyga nithamunka mura, kulay kidh ngay koeyma eso and apapudh ngoelmun koey Awgadhaka inab kayne goeyga gasaman ngay lak gudwoeydhika mura Zenadth Kes baradhawraw mabaygal, kuyku mabaygal, a koey mabaygal.

I pay my deepest respects to Papa God, the Traditional Owners, Elders, and Community Leaders across our region. I also acknowledge the community members of the five Nations we proudly serve throughout Zenadth Kes—from the first light on Mer in the East to the setting sun on Boigu in the West. Furthermore, I honor all First Nations people across Australia, recognising our enduring connection to culture, customs and belief systems that have been passed down for thousands of years.

This Corporate Plan reflects our commitment to a clear and ambitious vision: to build an autonomous, prosperous, and sustainable community and Council. Developed through meaningful consultation, we have shaped the 2025–2030 Corporate Plan. This plan reflects the aspirations of our people and sets a clear direction for the years ahead. Our goal is to create a region where opportunity, connection and cultural heritage thrive, ensuring that every initiative we undertake strengthens the well-being for our region.

In alignment with the Masig Statement, our leadership group has adopted our Ailan way of working with a 'Look, Listen and Adapt' approach to solving significant challenges in our region

ensuring our communities will continue to prosper well into the future. We remain steadfast in our commitment to be the “partner of choice” when working with all stakeholders for the benefit of our communities in Zenadth Kes and championing solutions that are co-designed and paving a shared pathway forward for all.

As our communities continue to grow and change, so must our approach. We are dedicated to ongoing monitoring, review, and engaging with community to adapt to new challenges, and working collaboratively with stakeholders to deliver practical, lasting solutions. By prioritising livability, economic resilience, and environmental stewardship, this Plan serves as a foundation for a future that is both dynamic and inclusive.

Our strategic direction is centered on strengthening our communities through healthy lifestyle initiatives and preserving cultural heritage, maintaining and renewing essential infrastructure and safeguarding our environment. These priorities are embedded throughout the 2025–2030 Corporate Plan, reflecting our vision for a resilient and thriving region.

I look forward to working with our dedicated team to deliver this next five-year plan and our mission to improve our communities' livability in all we do.

Phillemon Mosby
Mayor



CEO's Message

Firstly, I would like to acknowledge our community members across the length and breadth of Zenadth Kes. I pay my deepest respects to our Elders past and present and recognise the enduring connection our people have with land and sea. This relationship anchors who we are and continues to guide where we are going.

Torres Strait Island Regional Council's Corporate Plan 2025-2030 sets out a clear strategic direction for how we will serve our communities over the next five years. It is a living document, shaped through meaningful engagement with our Councillors and communities. It helps our staff stay responsive, adaptive and community-focused, shaping shared aspirations into coordinated action, ensuring that our efforts reflect the evolving needs of our region.

At the heart of this plan are four key focus areas that reflect the priorities of our communities and the collective vision we share for the future. We are committed to strengthening our communities by ensuring access to suitable housing, providing accessible support services for our elderly and vulnerable, and promoting the richness of our art, culture and heritage. We are focused on maintaining and renewing essential infrastructure, especially as the impacts of climate change grow. This includes keeping our communities safely connected, ensuring reliable access to clean drinking water, and building resilient systems that support everyday life.

We strive to be a proactive and responsible Council, grounded in ethical decision-making and public trust. We acknowledge our responsibility to ensure economic prosperity by creating opportunities for local business development, supporting the design and delivery of a regional economic strategy, and facilitating the growth and retention of key skills within our communities. We are most dedicated to protecting our natural environment, ensuring we care for Country and Sea to secure a sustainable future for the next generation. These pillars guide our work and reaffirm our commitment to cultural strength and collective wellbeing.

As Chief Executive Officer, and as a proud Kulkalgal man from Masig, it is a privilege to lead this journey. This Corporate Plan is more than just strategy. It is a shared commitment to listen, act and grow together.

I invite you to walk this path with us. Through unity, leadership, and respect for culture, we can shape a stronger, more self-determined Torres Strait.

James William
Chief Executive Officer



Introduction

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 ples.

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 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.

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.

MALUNGU YANGU WAKAY

THE VOICE FROM THE DEEP

THE MASIG STATEMENT

23 August 2022

PURPOSE

To establish principles and parameters on behalf of the peoples of the Torres Strait and Northern Peninsula Area to act together in unity, in order to pursue and achieve self-determination and regional autonomy and, in so doing, preserve our distinctive and diverse spiritual, material and economic relationship with the lands, territories, waters, coastal seas and other resources with which we have a connection under Ailan Kastom and Aboriginal tradition.

AIMS

1. *In accordance with Article 3 of the United Nations Declaration on the Rights of Indigenous Peoples adopted by the United Nations General Assembly on 13th September 2007 and supported by the Australian Government on 3rd April 2009 and the Preamble of the Human Rights Act 2019 (Qld), we seek to achieve our right to self-determination as the peoples of the Torres Strait and Northern Peninsula Area.*
2. *By virtue of our sovereign right, we have the right to freely determine our political status and to freely pursue our economic, social and cultural development.*
3. *In keeping with Article 4 of the United Nations Declaration on the Rights of Indigenous Peoples, in exercising our right to self-determination, we have the right to autonomy or self-government in matters relating to our internal and local affairs, as well as ways and means for financing their autonomous functions.*
4. *Therefore, we will create partnerships with Key Regional Stakeholders, the Queensland and Australian governments together with other relevant organisations to better equip us to work together to achieve our regional goals and aspirations; and in working together as representatives of the peoples of the Torres Strait and Northern Peninsula Area obtain and safeguard our human rights enshrined in international, national and Queensland law.*

PAST 23 August 1937 was the beginning of regional autonomy – The Torres Strait Island Councillors Conference.

PRESENT 23 August 2022 is the beginning of a new beginning, a culturally united path to regional sovereignty - The MASIG Statement.

FUTURE 23 August 2037 will be the beginning of regional sovereignty.



Youmpla Vision

Our Vision

“

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.

*For our Communities and Council
to be autonomous, prosperous
and sustainable*

”

What does that 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. Prosperity can be in our faith, culture, traditions, happiness, fortune, health and wellbeing.

Sustainable:

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



Youmpla Mission

Our Mission

“

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

*To improve
our Communities' livability
in all we do*

”

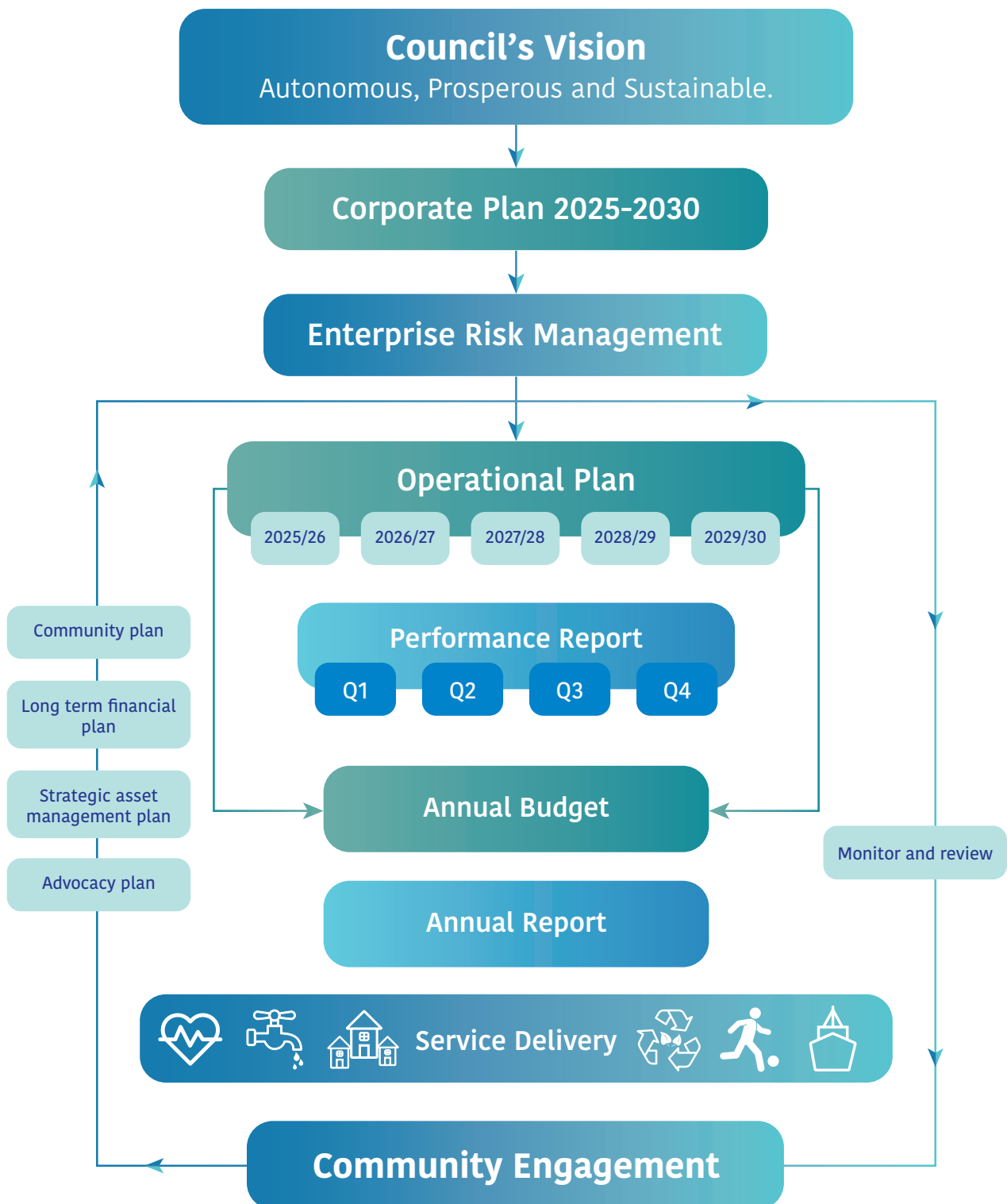
What does liveability mean for our region?

Liveability is the sum of factors that add up to a community's quality of life. This includes the built and natural environment, economic prosperity, social stability and equity, educational opportunity; as well as cultural, entertainment and recreational possibilities.



Integrated Planning

The Council's Strategic Planning Framework serves as a guiding structure that supports both the Council and the community in planning for the future. It is an ongoing, structured process that outlines how the Council engages with the community to identify desired future outcomes, track progress and report on achievements.



Our 2025 – 2030 Focus Areas

Our vision for our Community and Council to be Autonomous, Prosperous and Sustainable and our mission To improve our community's liveability in all we do, provides a robust framework for consulting with our communities about this plan.



STRENGTHENING OUR COMMUNITIES

Supporting healthy lifestyles, engaged communities, and celebrating cultural heritage.



MAINTAINING AND RENEWING OUR INFRASTRUCTURE

Building reliable infrastructure, connected communities, and responsible asset management.



A PROACTIVE AND RESPONSIBLE COUNCIL

A community-focused Council, committed to accountability, transparency and ethical decision making.



PROTECTING OUR NATURAL ENVIRONMENT

Creating a sustainable future for generations to come.

1 Strengthening our communities

Supporting healthy lifestyles, engaged communities, and celebrating cultural heritage.

Provide suitable public housing

Provide accessible support services for vulnerable and elderly residents

Create a healthy, happy and supportive environment

Celebrate and promote our art, culture and heritage

1.1 Provide suitable public housing

Work with the State and Federal Governments and community to ensure that all Torres Strait Island communities have access to safe, secure and culturally appropriate housing.

Advocate for increased funding to accelerate the delivery of new social housing to address homeless, child safety, health, disability and domestic violence.

Work with communities and relevant stakeholders secure and develop more land to meet the growing housing needs of Torres Strait Islander communities.

1.2 Provide accessible support services for vulnerable and elderly residents

Collaborate with communities and relevant stakeholders to expand accessible aged care services that cater to the needs of our elderly population, ensuring their health, safety, and active participation in the community, with a focus on supporting vulnerable residents.

Advocate for greater access to healthcare services, programs and treatments to enhance the health, well-being, and quality of life for all residents, with a focus on equitable care across the region.

1.3 Create a healthy, happy and supportive environment

Develop programs and initiatives to promote healthy and active lifestyles and active participation in the community to enhance overall well-being, strengthen social connections, and improve physical and mental health outcomes.

Work with communities and relevant stakeholders to diversify childcare support models across the region to improve accessibility, support working families, foster early childhood development, and ensure culturally appropriate care that meets community needs.

Evolve and strengthen the Indigenous Knowledge Centre (IKC) Program to enhance education, and support language, arts, and digital access for future generations.

Enhance community awareness and preparedness to mitigate risks, respond effectively, and build resilience against major weather events and disasters.

1.4 Celebrate and promote our art, culture and heritage

Take a strategic approach to ensuring that Ailan Kastom (Island Custom) and cultural practices are preserved, celebrated, and passed on to future generations.

Support community-led initiatives and projects to enhance social, sporting, cultural and economic outcomes across the region.

2 Maintaining and renewing our infrastructure

Building reliable infrastructure, connected communities, and responsible asset management.

Provide safe and reliable drinking water

Provide reliable and sustainable infrastructure and assets

Keep our communities connected by road, sea and air

2.1 Provide safe and reliable drinking water

Advocate for priority funding to enhance and maintain water infrastructure, ensuring a safe and reliable water supply for all communities.

Develop and implement a comprehensive strategy to secure a safe, reliable, and sustainable water supply for all communities, addressing current critical needs, challenges and anticipating future needs.

2.2 Provide reliable and sustainable infrastructure and assets

Plan and deliver capital works projects that address current and future infrastructure needs, promoting community development and resilience.

Actively involve community members in the planning and decision-making processes for infrastructure projects to ensure they meet local needs and preferences.

Ensure the provision of safe, accessible, and well-maintained community assets that promote active lifestyles, social engagement, and inclusive participation for all residents.

Advocate for continued funding to support infrastructure projects that enhance the liveability of residents in our communities.

Ensure adequate lighting in public areas, including streets and recreational spaces, to enhance community safety and accessibility.

2.3 Keep our communities connected by road, sea and air

Ensure safe, reliable and accessible transport infrastructure across the region prioritising the development, maintenance and expansion of road, marine and air transport networks.

Advocate for funding to support the development of road, marine and air transport infrastructure.



3 A proactive and responsible Council

A community-focused Council, committed to accountability, transparency and ethical decision making.

Provide good governance and leadership

Advocate on behalf of our communities

Foster a high-performing, supportive and inclusive work environment

Support and grow our local economy and employment opportunities

3.1 Provide good governance and leadership

Deliver the Corporate Plan, Operational Plans, Strategies and budget that reflect the needs of community.

Ensure responsible financial management and sustainability.

Advance the Masig Statement and progress towards regional autonomy and self-determination by strengthening governance and leading the pathway to a Torres Strait Regional Assembly.

Ensure compliance with legislative requirements and regulations, uphold the Council's legal obligations, and make ethical decisions in the best interest of the community.

Prioritise and manage risks effectively.

Ensure responsible land and trustee management by upholding cultural, environmental, and legal obligations.

Support sustainable land use, protect traditional ownership rights, and enhance community-driven decision-making to preserve and maximize land benefits for future generations.

3.2 Advocate on behalf of our communities

Proactively advocate on behalf of our people for vital Federal and State Government funding consistent with community needs and Council priorities.

Strengthen regional governance by engaging with State and Federal leaders, advocating for a legal framework that respects both State law and Traditional Lore.

Build strong relationships with the state and federal government and key stakeholders.

Plan and implement with a strong focus on community consultation and engagement.

3.3 Foster a high-performing, supportive and inclusive work environment

Strengthen Council's reputation as an employer of choice by promoting values-based professional leadership, building trust through transparency with effective and timely decision making.

Develop a strong customer focus throughout Council both for internal and external stakeholders.

Build capability by supporting staff development and fostering a collaborative and engaged workforce.

Demonstrate a clear commitment to the safety and wellbeing of staff and Councillors, with a focus on both physical and mental wellbeing.

Improve business processes and systems, with a strong focus on community outcomes.

Celebrate achievements and cultural events to promote diversity, collaboration, and a positive workplace culture.

3.4 Support and grow our local economy and employment opportunities

Collaborate with peak bodies and representative groups to drive initiatives that support businesses and investment opportunities.

Support Indigenous businesses through local procurement.

Support and promote local employment opportunities by fostering skills development, workforce participation and sustainable job creation.

Build a greater local presence through the employment of more staff in the region.

4 Protecting our natural environment

Creating a sustainable future for generations to come.

Respond to climate change and environmental impacts

Reduce our carbon footprint

Provide reliable and efficient waste management services for all communities

Provide effective biosecurity management

4.1 Respond to climate change and environmental impacts

Actively mitigating risks, adapting to challenges, and strengthening resilience to climate change.

Advocate for funding to strengthen community resilience against coastal erosion and climate change impacts through strategic infrastructure investments.

4.2 Reduce our carbon footprint

Promoting the adoption of renewable energy sources to reduce greenhouse gas emissions and reliance on non-renewable energy.

Identify and promote sustainable projects to reduce environmental impacts, enhance resilience, and support a greener future.

4.3 Provide reliable and efficient waste management services for all communities

Diversify waste management services in all communities.

Ensure the effective and efficient treatment of wastewater to safeguard public health and protect the environment through reliable and sustainable processes.

4.4 Provide effective biosecurity management

Strengthen and implement effective biosecurity management strategies to protect local ecosystems, agriculture and community health.

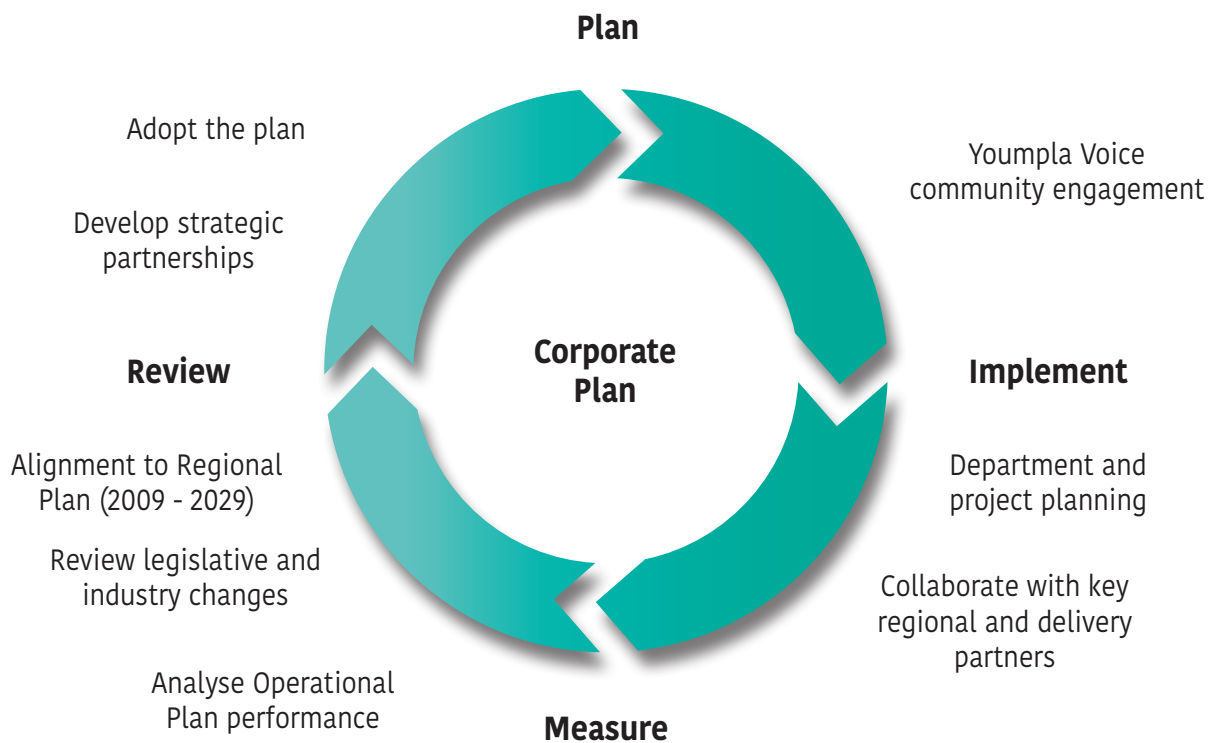
Strengthen partnerships with key stakeholders and communities to enhance compliance with biosecurity regulations and best practices.

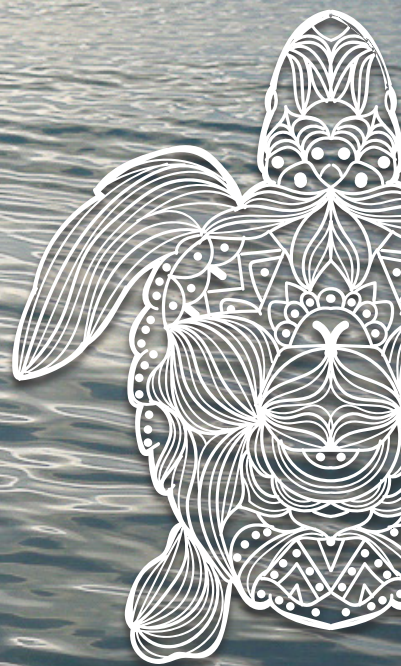


How we will deliver our Corporate Plan

The delivery and associated performance of Council against this plan will be reviewed quarterly as part of the operational planning process. Integral to this process is our co-ordinated risk management in all areas of operations, which provides assurance that Council has identified and developed mitigation and management strategies for identified risks.

In accordance with the *Local Government Act 2009*, a five year Corporate Plan incorporates clear community engagement. In addition, Council will consult with each community, as part of the Youmpla Voice program.





Badu Island



Torres Strait Island
REGIONAL COUNCIL

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