



Torres Strait Island
REGIONAL COUNCIL

Masig Island

OPERATIONAL PLAN

2025 – 2026





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 Kemer Meriam Nation of the Eastern Islands, the Kulkalgal Nation of the Central Islands, Kaiwalagal Kaurareg Aboriginal Nation of the Inner Islands, Malulilgal 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.

Youmpla 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

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.

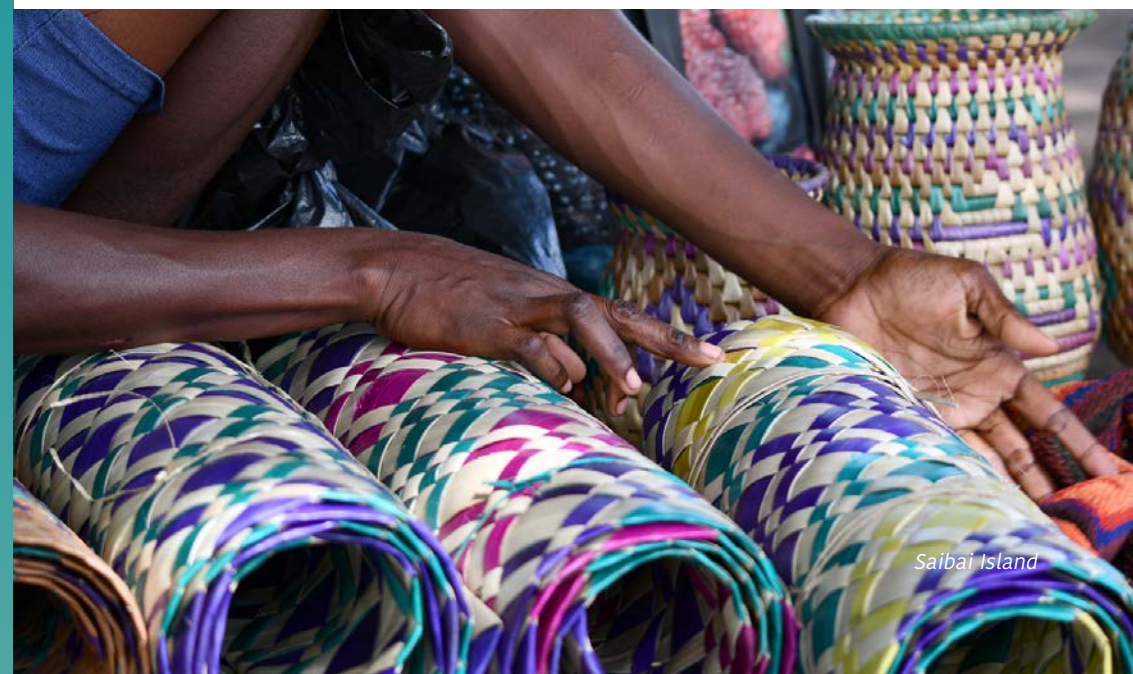
Youmpla Mission

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

Liveability:

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.



Saibai Island

Youmpla Values



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

We are one team who achieves together.



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

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



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

We are accountable and responsive to our communities.



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

We are courageous leaders who think innovatively.



Youmpla buildi strong region blo youmpla ene meke something were ya e las long time.

We are builders of a sustainable and resilient region.



Poruma Island



The Masig Statement

Masig Island

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

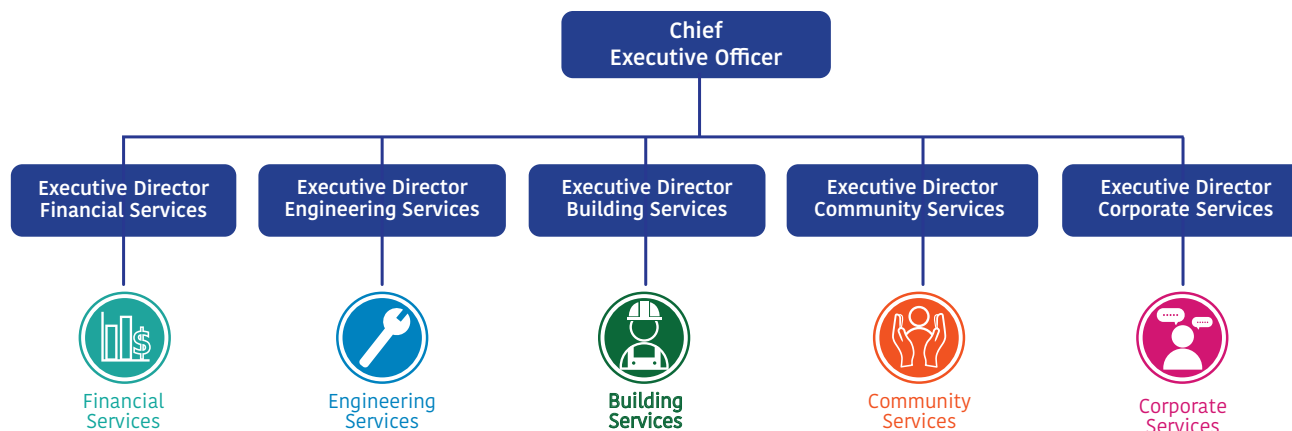
1. *In accordance with Article 3 of the United Nations Declaration on the Rights of Indigenous Peoples adopted by the United Nations General Assembly on 13th September 2007 and supported by the Australian Government on 3rd April 2009 and the Preamble of the Human Rights Act 2019 (Qld), we seek to achieve 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.

About the Plan

The Torres Strait Island Regional Council Operational Plan 2025–2026 outlines the key actions Council will take over the financial year to deliver on the strategic priorities set in our five-year Corporate Plan 2025–2030. It translates our long-term vision into specific, measurable initiatives and services. Council monitors progress throughout the year, with quarterly performance reports provided to both Council and the community. These reports detail the status of key projects, service delivery, and performance against targets. Outcomes are also summarised in the Annual Report at the end of the financial year.

Delivery objectives and outcomes within this plan are aligned to Council’s organisational structure.



Managing Risk

At TSIRC, effective risk management is crucial to our organisation's strategy. We use a proactive and structured approach, guided by ISO 31000:2018 Risk Management principles.

Our Enterprise Risk Management (ERM) framework is designed to identify, assess, and mitigate operational, strategic, and project risks that could impact our operations, reputation, or ability to deliver services.

By embedding risk management into our organisational culture, we ensure that it is a shared responsibility across all levels of the organisation. We develop targeted strategies to mitigate or manage these risks, ensuring that our risk management approach remains effective and relevant in a changing environment.

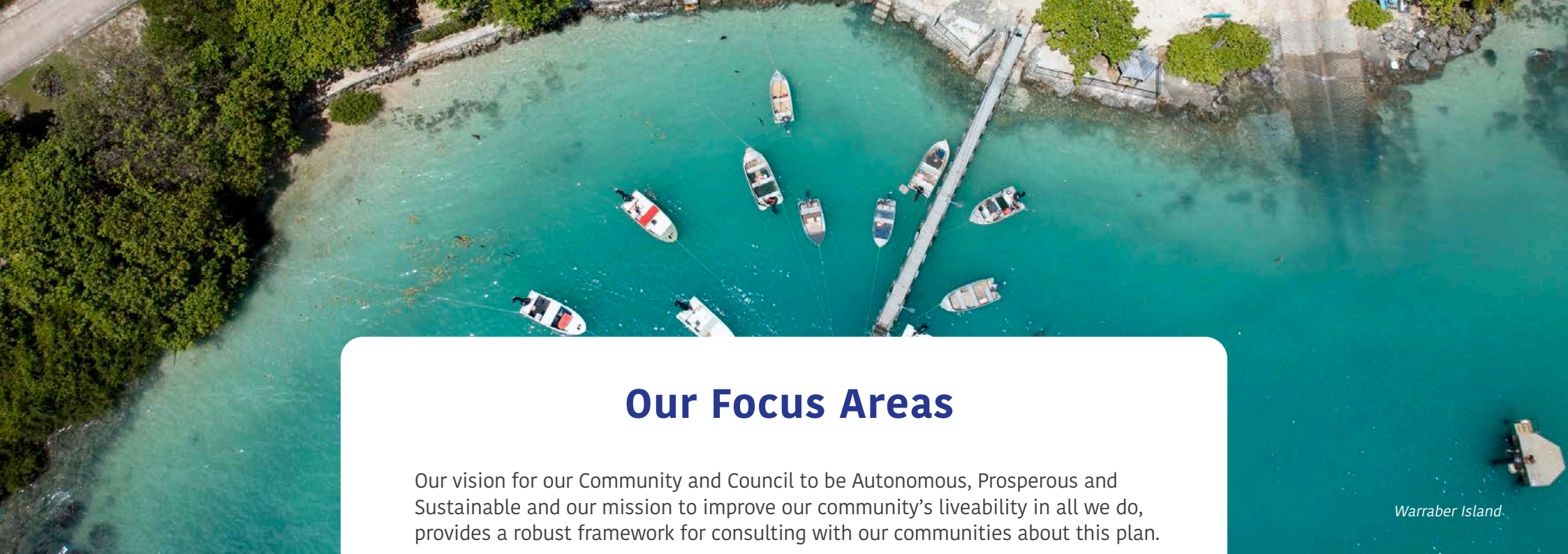
By prioritising risk management, we enhance our resilience and ability to deliver services, ultimately supporting the long-term sustainability and success of Council. This enables us to navigate uncertainty and complexity with confidence, minimise the impact of adverse events, capitalise on opportunities, and deliver services and support that make a positive difference in the lives of our communities.



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 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.



Office of the CEO






The core functions of Executive Services include management of the Office of the Mayor and Office of the CEO, facilitation of Council and Committee meetings, execution of strategy, executive administration and internal audit.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
1	Advancing the Masig Statement	Office of the CEO		<ul style="list-style-type: none">Action Plan progressed.Advocacy Plan progressed.Successful community engagement.
2	Transition Action Plan (TAP)	Office of the CEO		<ul style="list-style-type: none">60% of Cairns Footprint to be transitioned back to the region by 2028.Closure of Grafton Street Office during 2028.Robust advocacy and lobbying from 1 July 2025 to 30 June 2028.
3	Financial Sustainability	Office of the CEO		<ul style="list-style-type: none">Implementation of initiatives.
4	Refresh organisation's values	Office of the CEO		<ul style="list-style-type: none">Engagement with Council staff and elected members to review the organisation's values.



Financial Services






Financial Services provides professional financial management and advisory services to Council. The core functions include financial accounting, management accounting, procurement and strategic asset management services.







	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
5	Enhancement of Human Resources and Payroll (HRP) modules to maximise the benefit from the use of Technology One including the automation of repetitive tasks to create more capability to focus on value added tasks.	Financial Services		<ul style="list-style-type: none"> Phase 2 of HRP enhancement project which focuses on the rollout of employee self services including leave and timesheet entry and updating personal data. External review of HRP module to provide recommendations on process improvements including removal of redundant tasks and automation of repetitive tasks.
6	Conduct desktop asset valuation for all asset classes required under Australian Accounting Standards.	Financial Services		<ul style="list-style-type: none"> External Audit sign off of Desktop valuation.
7	Develop a Procurement Strategy that prioritises contract management capability enhancement.	Financial Services		<ul style="list-style-type: none"> Adoption of Strategy by Council.
8	Address recommendations made in the Asset Management gap analysis report specified in the short and medium term	Financial Services		<ul style="list-style-type: none"> Implementation of all recommendations in the short to medium term.
9	Annual refresh of Council's Strategic Investment Plan	Financial Services		<ul style="list-style-type: none"> Adoption of updated Strategic Investment Plan by Council.



Engineering Services

Engineering Services provides a high level of services in integrated infrastructure management which ensures environmental protection and meets community expectations. The outcomes achieved by Engineering Services are linked with Council's commitment to public health, transport, water and wastewater infrastructure. The core functions include water services, wastewater services, civil works services and waste services and disaster management.





	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
10	Mabuiag road and culvert upgrade	Engineering Services		<ul style="list-style-type: none">The access road and culvert connecting the community to the cemetery and landfill is upgraded. The culvert and section of road is now accessible at all times including monsoon tides.
11	Erub road Kemus road and culvert works (TSIRC and ADF contributed project)	Engineering Services		<ul style="list-style-type: none">The culvert crossing on Kemus road is successfully upgraded purpose design/built culvert and provide all weather accessing connecting the community to the historical "Coming of the Light" site.
12	Warraber road paving works (TSIRC and ADF contributed project)	Engineering Services		
13	Ugar coastal erosion defence and restoration works	Engineering Services		<ul style="list-style-type: none">Funding successfully obtained, and engineered coastal defence works and site restoration works are underway.
14	Hammond and Erub DRFA road restoration works	Engineering Services		<ul style="list-style-type: none">Road restoration works completed.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
15	Boigu aerodrome apron upgrade and drainage works	Engineering Services		<ul style="list-style-type: none"> Apron upgraded to purpose design/built concrete and appropriate drainage systems installed. Aerodrome accessible all weather.
16	Dauan barge ramp renewal works	Engineering Services		<ul style="list-style-type: none"> Barge ramp renewal works completed and barge ramp now accessible at all tides.
17	Aerodrome Obstacle Clearing - Saibai, Boigu and Masig	Engineering Services		<ul style="list-style-type: none"> Mangrove and vegetation clearing completed at identified aerodromes. Any obstacles and vegetation infringing aerodrome safe operations cleared.
18	Various eligible Islands of DRFA Works Program - Road reconstruction works.	Engineering Services		<ul style="list-style-type: none"> Contract awarded and works underway and nearing completion.
19	Marine Infrastructure Project - Dauan, Saibai and Boigu Jetties	Engineering Services		<ul style="list-style-type: none"> Tender and procurement completed with jetty upgrade works underway. Existing jetties at two communities deconstructed and disposed.
20	Delivery of Coastal Defence works at Iama, Warraber and Masig	Engineering Services		<ul style="list-style-type: none"> Warraber Seawalls - Contract awarded and construction near completion (stage 1 completed). Masig Seawalls - Over 50% seawalls constructed Iama Seawalls - Final completion certificate issued upon successful completion of end the Defect & Liability Period."



Building Services

The objective of the Building Services function is to provide repairs and maintenance on social housing and new construction on behalf of the State and Federal Government.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
21	Integrate and improve service delivery across Maintenance, Upgrades and Home Ownerships	Building Services		<ul style="list-style-type: none">Reduction in aged works and reduction in backlog invoicing.
22	Partner with stakeholders to deliver well designed housing solutions through planning and building	Building Services		<ul style="list-style-type: none">New households delivered to create sustainability and ease of living in a risk adverse geographical remote location.
23	Improve WPH&S standards through empowering employees	Building Services		<ul style="list-style-type: none">Promote and support service delivery in a healthy and safe manner.
24	Improve project reporting and integrate into one IT system	Building Services		<ul style="list-style-type: none">Improved streamline delivery with timely invoice which supports reconciliation.



Community Services

The objective of the Community Services function is to develop, manage and deliver community and public health services that meet the needs of all sectors of the community. The core functions include community services, housing services, environmental health services, health and wellbeing services and divisional administrative services.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
25	Implement outreach IKC First 5 Forever in four communities without IKCs.	Health and Wellbeing		<ul style="list-style-type: none"> Implement 4 mobile library boxes in 4 communities.
26	Retention of workforce and Reducing barriers to participation in physical activities.	Health and Wellbeing		<ul style="list-style-type: none"> Number of FTEs. Number of participants.
27	Development of Community Action Plan focus on Food security	Health and Wellbeing		<ul style="list-style-type: none"> Number of successful Community Action Plans.
28	Plan, Develop and Implement Digital Inclusion	Health and Wellbeing		<ul style="list-style-type: none"> Implement 10 connectivity sites.
29	Enhance Visitor Management system - QR Code	Engagement		<ul style="list-style-type: none"> Implement improved system to better capture of data.











	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
30	Delivery of Biosecurity compliance program	Environment and Health		<ul style="list-style-type: none"> Complete surveillance and reporting of Fruit fly blocking program.
31	Deliver illegal dumping program			<ul style="list-style-type: none"> Employment of 1.5FTE and full implementation of program.
32	Pest Management Program	Environment and Health		<ul style="list-style-type: none"> Implement mosquito management plan. "Program & applicable plan (s) implemented. Inspection, education, control activities.
33	Development of co-designed community environmental health plans	Environment and Health		<ul style="list-style-type: none"> Councils endorsement on Health Plan.
34	Delivery in accordance with funding guidelines (Aged Care)	Aged Care		<ul style="list-style-type: none"> Achieve delivery of quality care; upskill and retention of workforce; financial sustainability and client satisfaction.
35	Delivery of effective childcare and afterschool care services	Childcare		<ul style="list-style-type: none"> Achieve objectives of funding agreement to: Increase enrolment; develop workforce; ensure safe and nurturing environment; improve access; promote cultural inclusivity; deliver improved reporting mechanisms and; promote community engagement.

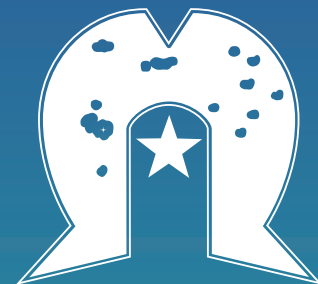


Corporate Services

Corporate Services is responsible for the provision of Council-wide services. The core functions include legal services, governance, strategic (corporate) planning, human resources, WH&S, information technology services, corporate risk and insurance, fuel and fleet, media, engagement and advocacy and administration of community grants.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
36	Review of external/advocacy grants function	Administration and Communications		<ul style="list-style-type: none"> Completed by 30 June 2026.
37	Advance and improve digital communications	Administration and Communications		<ul style="list-style-type: none"> Migrate Strait Talk to e-newsletter by October 2025. Increase staff EDM communications by 10% year on year. Increase website visitation by 10% by June 2026. Increase social following across all platforms (3) by 10% by June 2026.
38	Mature risk management through improved controls	Governance and Risk		<ul style="list-style-type: none"> Improve Liability Risk Score from Level 2 - Evolving Risk Score towards Level 3 - Embedding Risk Score.
39	Establish a development assessment capability framework	Governance and Risk		<ul style="list-style-type: none"> Tools and resources developed which support land use planning and development and environmental management decision making.
40	Develop an Economic Development Strategy, Action Plan and M&E framework	Economic Development		<ul style="list-style-type: none"> Establish a reference group to guide the development of the strategy. Completion of Strategy, Action Plan and M&E framework by 31 July 2026.
41	Develop business plans for management of Dauan and Ugar vessels and Hammond ferry	Economic Development		<ul style="list-style-type: none"> Dauan, Ugar community endorsed business plans by 31 July 2026. Hammond ferry subsidy resolved with continuing service delivery for community.
42	Progression of the expressions of interest for home ownership and commercial leases	DOGIT Transfer, Land Tenure and Native Title		<ul style="list-style-type: none"> Trustee consideration of 50% of EOIs in 24 months.

	OPERATIONAL PLAN OBJECTIVE	LEAD DEPARTMENT	LINK TO CORPORATE PLAN	SUCCESS MEASURE
43	Engage with PBCs and GBK to establish individual Memorandums of Understanding	Corporate Services		<ul style="list-style-type: none"> 50% of MoUs are approved and signed by 30 June 2026.
44	Review Enterprise Resource Planning System (ERP - TechOne) suitability and alternative solutions, including review of required system upgrades	Corporate Services		<ul style="list-style-type: none"> Project Plan for <ul style="list-style-type: none"> a) system upgrade and implementation across organisation; or b) alternative system solutions
45	Progress Divisional Training Plan to support TAP	People and Wellbeing		<ul style="list-style-type: none"> Min 15 divisional staff undertake higher level education.
46	Establish internal staff training program resources	People and Wellbeing		<ul style="list-style-type: none"> Staff training resources established that reflect local needs including Cultural Awareness training.
47	Establish Trainees and Apprentices in areas of need in the Torres Strait	People and Wellbeing		<ul style="list-style-type: none"> 2 Apprentices.
48	Define and implement a mobile asset replacement program	Fuel and Fleet		<ul style="list-style-type: none"> Finalising an agreed-upon approach (potentially a leasing model) for the yellow and white fleet, alongside a 10-year capital plan for the green fleet.
49	Create and define Service Level Agreements (SLA) for mobile assets	Fuel and Fleet		<ul style="list-style-type: none"> Complete SLA for every mobile asset (internal leases).
50	Procure a fleet management system to support all fleet operations	Fuel and Fleet		<ul style="list-style-type: none"> Complete a digital Asset Management system with all history data where available.
51	Create new Fleet Asset Management Plan (AMP)	Fuel and Fleet		<ul style="list-style-type: none"> Council has an accurate fuel and fleet AMP.
52	Provision of free Community WiFi throughout all divisions and for community members and IKCs	IT Services		<ul style="list-style-type: none"> All divisions have free community WiFi and high speed connectivity for IKCs to assist with the digital inclusions program.



Torres Strait Island
REGIONAL COUNCIL

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