Torres Strait Island
REGIONAL COUNCIL

OPERATIONAL PLAN | 2026-2027

Acknowledgement

Torres Strait Island Regional Council acknowledges the Traditional Owners of Zenadth Kes. These include the Kemer Kemer Meriam Nation of the Eastern Islands, the Kulkalgal Nation of the Central Islands, the Kaiwalagal Kaurereg Aboriginal Nation of the Inner Islands, the Malulilgal Nation of the Western Islands, and the Gudaw Malulgal Nation of the Top Western Islands.

We recognise our First Peoples continuing connection to land and sea, whether they are in Zenadth Kes or on the Australian mainland. And we pay our respects to Elders past, present and emerging.

Disclaimer :

This publication may contain images of people who are no longer with us. We respect the right of families and communities to ask us to remove any image or name of a person from our publications that may cause them distress.

Youmpla vision

To be autonomous, prosperous and sustainable

Youmpla mission

To improve our communities' liveability

Youmpla values

One. Respect. Accountability. Courage. Resilience

Youmpla Values

ONE

One

We are one team who achieves together

RESPECT

Respect

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

ACCOUNTABILITY

Accountability

We are accountable and responsive to our communities

COURAGE

Courage

We are courageous leaders who think innovatively

RESILIENCE

Resilience

We are builders of a sustainable and resilient region

Malungu Yangu Wakay, Mirkok, Ikya Malunhuman

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. *ITherefore, 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's 2026-27 Operational Plan outlines our priorities for the next 12 months. This is how we will deliver Council's operations under the CEO's direction, across our five business units. And it is how we will progress our 2025-30 Corporate Plan over the next year.

Consistent with Queensland's Local Government Act 2009, this Operational Plan:

- is consistent with our 2026-2027 budget
- states how we will monitor and manage risk in our organisation
- outlines our performance plan for each TSIRC department

Council will monitor, measure and report each quarter on the progress of this plan at Council meetings. Over the coming year, each quarterly report will:

- provide status updates for projects
- monitor our performance against set targets
- assess our delivery of services

Strategic framework

Council's strategic planning framework is an overview of how different TSIRC plans and priorities fit together. The entire approach to strategic and operational planning sits under three key statements: Malangu Yangu Wakay, our Vision statement, and our Mission statement.

Malangu Yangu Wakay, or the Masig Statement, focuses on regional autonomy and self-determination. It provides a philosophical foundation for TSIRC's strategic direction under our Vision and Mission statements.

In turn, our Vision and Mission provide the strategic goals for our annual operational planning and implementation. The operational plan advances the four focus areas of our five-year Corporate Plan. These four focus areas are:

- Strengthening our communities
- Maintaining and renewing our infrastructure
- A proactive and responsible council
- Protecting our natural environment

Any risk associated with implementing our operational plan is managed through our risk management framework. The following diagram outlines Council's approach to strategic planning and implementation.

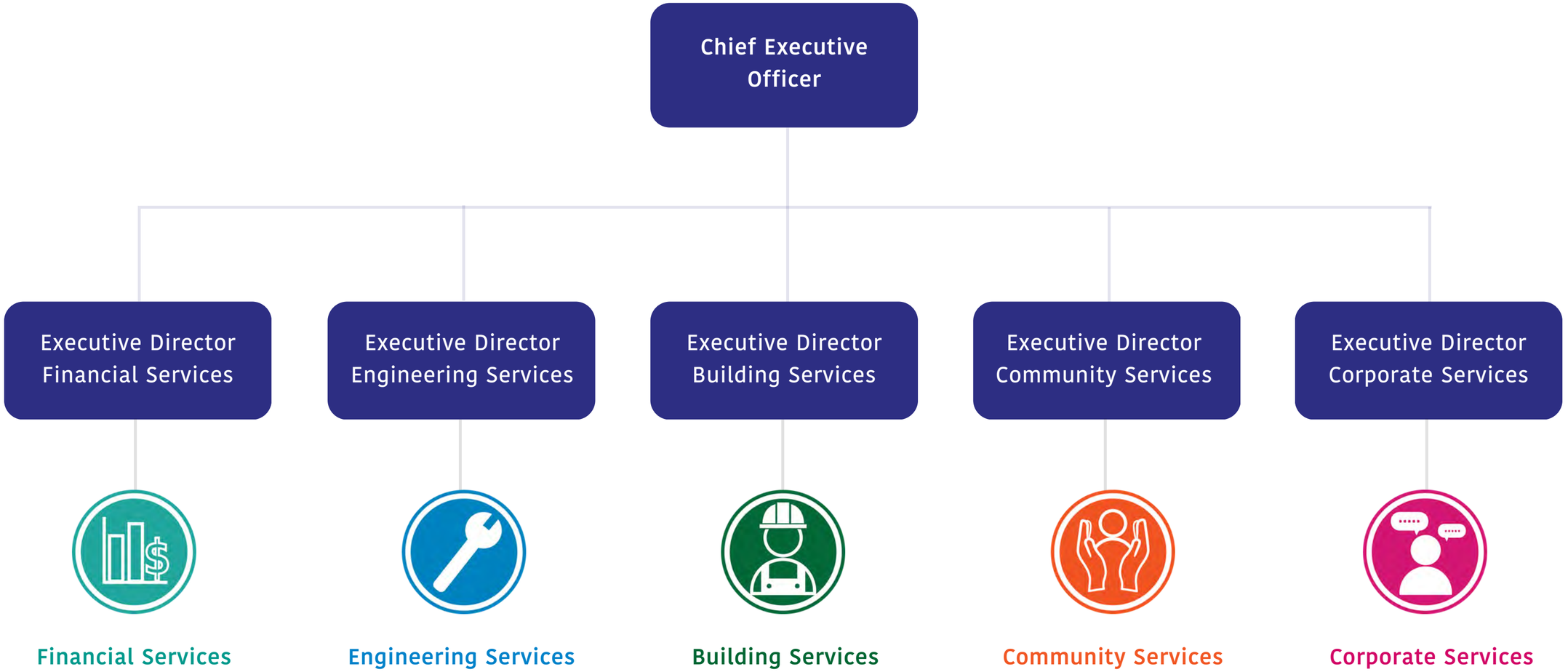
Strategic Planning Framework

Council | CEO
Executive Leadership

CEO
Executive Leadership Team

Councillors | TSIRC communities
Community engagement

Our business units



Risk management

At TSIRC, risk management is a responsibility we share across the organisation. We take a proactive and structured approach that's guided by the ISO 31000:2018 Risk Management principles.
As local government, it's important that we use a standard that supports TSIRC to comply with Queensland Government audit requirements. The ISO standard identifies, analyses, evaluates, monitors, and communicates any risk across organisations.
Our Enterprise Risk Management (ERM) Framework allows us to identify, assess and manage risks. These include any strategic, operational, or project risks that may affect service delivery, our reputation, or whether we achieve our objectives.
We use our risk framework to support good governance, effective planning, and day-to-day operations. Council's systems all support how we manage risk at TSIRC.
These include:

- disaster management
- workplace health and safety (WH&S)
- business continuity planning.

A robust risk management system helps us address uncertainty more effectively, and respond to challenges and opportunities that emerge.

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, provide 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 focussed council, committed to accountability, transparency and ethical decision making

Protecting our natural environment

Creating a sustainable future for generations to come

Executive office

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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
1	Advancing the Masig Statement is now Advancing the Malungu Yangu Wakay, Mirkok, Ikya Malunhuman statement	• Action Plan progressed • Advocacy Plan progressed • Successful community engagement	Office of CEO	
2	Transition Action Plan (TAP)	• 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	Office of CEO	
3	Financial Sustainability	Implementation of initiatives	Office of CEO	
4	Refresh organisation's values	Engagement with Council staff and elected members to review the organisation's values	Office of CEO	

Corporate link icons : = Communities | = Infrastructure | = Proactive Council | = Environment

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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
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	• 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	Financial Services	
6	Conduct desktop asset valuation for all asset classes required under Australian Accounting Standards	External Audit sign-off of desktop evaluation	Financial Services	
7	Develop a Procurement Strategy that prioritises contract management capability enhancement	Adoption of Strategy by Council	Financial Services	
8	Address recommendations made in the Asset Management gap analysis report specified in the short and medium term	Implementation of all recommendations in the short to medium term	Financial Services	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
9	Annual refresh of Council's Strategic Investment Plan (SIP)	Adoption of updated Strategic Investment Plan by Council	Financial Services	

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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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
10	Ugar Coastal Erosion defence and restoration works	Funding successfully obtained, and engineered coastal defence works and site restoration works are underway	Engineering Services	
11	Hammond and Erub Disaster Recovery Funding Arrangements(DRFA) Road Restoration Works	Road restoration works completed	Engineering Services	
12	Boigu Aerodrome Apron Upgrade and Drainage Works	Apron upgraded to purpose design/built concrete and appropriate drainage systems installed. Aerodrome accessible all weather	Engineering Services	
13	Aerodrome Obstacle Clearing - Saibai, Boigu and Masig	Mangrove and vegetation clearing completed at identified aerodromes. Any obstacles and vegetation infringing aerodrome safe operations cleared	Engineering Services	
14	Marine Infrastructure Project - Dauan, Saibai and Boigu Jetties	Tender and procurement completed with jetty upgrade works underway. Existing jetties at two communities deconstructed and disposed	Engineering Services	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
15	4-yearly Drinking Water Quality Management Plan (DWQMP) Audit	Submission of certified Audit Report to the Queensland Water Supply Regulator	Engineering Services	
16	Delivery of Coastal Defence works at Iama, Warraber and Masig	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 and Liability Period	Engineering Services	
17	Seek funding under Major Infrastructure Program to enhance and maintain water and wastewater assets	Funding received for priority projects	Engineering Services	
18	Central Islands DRFA Works	Roads are remediated to before event condition and provides safe community access	Engineering Services	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
19	Top Western DRFA Works	Roads are remediated to before event condition and provides safe community access	Engineering Services	
20	Western DRFA Works	Roads are remediated to before event condition and provides safe community access	Engineering Services	
21	Badu DRFA Works	Roads are remediated to before event condition and provides safe community access	Engineering Services	
22	Boigu Esplanade Road Upgrade	The road is returned to a better state before the weather event to provide all year all weather access	Engineering Services	
23	Boigu Airstrip Reseal	The airstrip is resealed to original condition for improved aerodrome safety	Engineering Services	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
24	Erub Roads DRFA	Roads are remediated to before event condition and provides safe community access	Engineering Services	
25	Erub Landslip	Roads are remediated to before event condition and provides safe community access	Engineering Services	
26	Iama Barge Ramp Upgrade Project	Barge ramp renewal works completed and barge ramp now accessible at all tides	Engineering Services	
27	Masig Island Seawall	Provides coastal erosion protection	Engineering Services	
28	Ugar DRFA Works Landslip	Embankment is remediated to before event condition and provides safe community access and little to no impact on adjoining road	Engineering Services	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
29	Warraber Island Seawall	Provides coastal erosion protection	Engineering Services	
30	Warraber SPS1 Replacement	Remediated sewer pump station to provide sewer treatment for the Warraber community	Engineering Services	
31	Iama Desal Plant Renewal	Maintain water quality for Iama community	Engineering Services	
32	Kubin Jetty Upgrade Project	Renewal works to maintain Kubin jetty to maintain access for St Pauls community	Engineering Services	
33	St Pauls Jetty Upgrade	Renewal works to maintain St Pauls jetty to maintain access for St Pauls community	Engineering Services	

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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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
34	Integrate and improve service delivery across maintenance, upgrades and home ownerships	Reduction in aged works and reduction in backlog invoicing	Building Services	
35	Partner with stakeholders to deliver well designed housing solutions through planning and building	New households delivered to create sustainability and ease of living in a risk adverse geographical remote location	Building Services	
36	Improve Workplace Health and Safety standards through empowering employees	Promote and support service delivery in a healthy and safe manner	Building Services	
37	Improve project reporting and integrate into one IT system	Improved streamline delivery with timely invoice which supports reconciliation	Building Services	

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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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
38	Implement outreach Indigenous Knowledge Centres (IKC) First 5 Forever in 10 IKC communities	• Through monthly reporting on the number of First 5 Forever Program delivered in 10 IKCs • Implementation of 4 Digital Hubs (IKCs)	Community Services (Health and Wellbeing)	
39	Retention of workforce and reducing barriers to participation in physical activities	• Number of FTE • Number of participants	Community Services (Health and Wellbeing)	
40	Achieve Council's endorsement and implement Community Health Action Plans activities	Successful implementation of activities in the Community Health Action Plans for each Division	Community Services (Health and Wellbeing)	
41	Enhance Visitor Management system - QR Code	Implement improved system to better capture of data	Community Services (Engagement)	
42	Delivery of Biosecurity Compliance Program	Ongoing surveillance and reporting of fruit fly blocking program in communities	Community Services (Environment and Health)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
43	Deliver illegal dumping program	Explore further funding opportunities for capacity building of staff, to reduce illegal dumping activities in communities	Community Services (Environment and Health)	
44	Pest Management Program	Develop and implement mosquito management plan. Program and applicable plan(s) implemented. Inspection, education, control activities	Community Services (Environment and Health)	
45	Development of co-designed community environmental health plans	Community engagement and consultation for the development of community environmental health plans	Community Services (Environment and Health)	
46	Strengthen the climate resilience of remote Torres Strait Island communities by integrating traditional knowledge with practical adaptation strategies to reduce vulnerability to sea-level rise, extreme weather, and environmental change	Demonstrate increase in community resilience, evidenced by improved preparedness, reduced climate-related disruptions, and stronger local systems over the project timeframe	Community Services (Environment and Health)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
47	Animal Management Program	Develop and implement Animal Management Program - Badu Island	Community Services (Environment and Health)	
48	Deliver culturally safe and quality in-home support services to eligible Elders. Support Elders to remain living independently in their homes and communities Maintain compliance with the Commonwealth Home Support Program (CHSP) funding agreement, Aged Care legislation, and strengthened Aged Care Quality Standards	• Eligible Elders receive timely, safe, and culturally appropriate in-home support services. Improved client independence, wellbeing, and ability to remain living at home • Compliance maintained with CHSP funding requirements, Aged Care legislation, and strengthened quality standards	Community Services (Aged Care)	
49	Enhance delivery of tenancy management services	• Increase rental collection rate • Reduce aged debt • Achieve 100% active General Tenancy Agreement (GTA) for occupied properties	Community Services (Housing)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
50	Region-wide consultation of approved Housing Policies and Procedures	• Adoption of all housing policies and procedures • Complete community consultation in all communities	Community Services (Housing)	
51	Deliver safe, compliant, and culturally appropriate Early Childhood Education and Care services. Support children's learning, wellbeing, development, and school readiness Maintain compliance with the National Quality Framework, Education and Care Services Law, Regulations, and Child Safety requirements	• Services operate in compliance with legislative, regulatory, and funding requirements • Children demonstrate positive participation, wellbeing, and school readiness outcomes	Community Services (Child Care)	

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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.

No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
52	Review of external/advocacy grants function	Completed by 31 December 2026. Role design and definition to be considered in the Transition Action Plan	Corporate Services (Communications)	
53	Advance and improve digital communications	• Quarterly or bi-monthly CEO all-staff emails • 3-6 social media posts aligned with major projects from Community Services, Building Services and Engineering Services. • 2 IKC or community-generated stories either for Strait Talk or social media	Corporate Services (Communications)	
54	Mature risk management through improved controls	Improve Liability Risk Score from Level 2 - Evolving Risk Score towards Level 3 - Embedding Risk Score	Corporate Services (Governance and Risk)	
55	Establish a development assessment capability framework	Tools and resources developed which support land use planning and development and environmental management decision making	Corporate Services (Governance and Risk)	
56	Develop an Economic Development Strategy, Action Plan and Monitoring and Evaluation (M&E) framework	Completion of phase 2 Advancing the Torres Strait Community led economic strategic action plan	Corporate Services (Economic Development)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
57	Develop business plans for management of Dauan and Ugar vessels and Hammond ferry	Following completion of studies, documents to be prepared to assist advocacy for ongoing funding for ferry services	Corporate Services (Economic Development)	
58	Progression of the expressions of interest for home ownership and commercial leases	Trustee consideration or resolution of 50% of EOIs	Corporate Services (Land Tenure)	
59	Engage with Prescribed Bodies Corporate and Gur A Baradharaw Kod (GBK) to establish individual Memorandums of Understanding	50% of MoUs are approved and signed	Corporate Services (Land Tenure)	
60	Progress Divisional Training plan to support the Transition Action Plan	Develop a skills training matrix and associated training plans	Corporate Services (People and Wellbeing)	
61	Establish internal staff training program resources	Staff training resources established that reflect local needs including cultural awareness training	Corporate Services (People and Wellbeing)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
62	Review online training and induction portal	Relaunch of tribal habits training and review existing training modules	Corporate Services (People and Wellbeing)	
63	Establish trainees and apprentices in areas of need in the Torres Strait	Two apprentices and two trainees	Corporate Services (People and Wellbeing)	
64	Host work experience and vocation work placement students	Five placements	Corporate Services (People and Wellbeing)	
65	Define and implement a mobile asset replacement program	Finalise 5-Year asset plan based on Council's Strategic Investment Plan and Council's operational requirements. Investigate feasibility of transition of passenger white fleet vehicles to a leasing model	Corporate Services (Fuel and Fleet)	
66	Create and define Service Level Agreements (SLA) for mobile assets	Complete SLA for every mobile asset (internal leases)	Corporate Services (Fuel and Fleet)	

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No.	OBJECTIVE	SUCCESS MEASURE	LEAD DEPARTMENT	CORPORATE LINK
67	Improve fleet management system to support all fleet operations	Implement a fuel management system through technology to enhance inventory control for fuel	Corporate Services (Fuel and Fleet)	
68	Create new fleet Asset Management Plan (AMP)	Council has an accurate fuel and fleet AMP	Corporate Services (Fuel and Fleet)	
69	Provision of free community WiFi throughout all divisions and for community members and IKCs	All divisions have free community WiFi and high-speed connectivity for IKCs to assist with the digital inclusions program	Corporate Services (IT services)	
70	Provide communities with telecommunications and internet access during times of outages brought on by severe weather impacts	Successfully achieved funding to procure and install emergency communications stations at each Division	Corporate Services (IT services)	
71	Review of Technology One existing licences	Better application of licences to improve business efficiency	Corporate Services (IT services)	

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REGIONAL COUNCIL

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