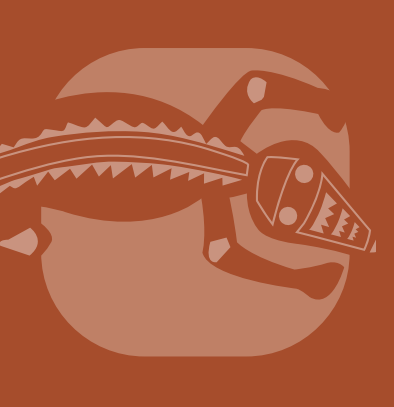


ANNUAL REPORT

13



ANNUAL REPORT 2012-13

FAMILY RESPONSIBILITIES COMMISSION



The Annual Report of the Family Responsibilities Commission summarises the Commission and its financial and corporate performance for the period from 1 July 2012 to 30 June 2013.

Only limited copies of this Annual Report will be available in hard copy. To obtain a copy please contact:

Family Responsibilities Commission
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Alternatively you can visit the following website:

www.frcq.org.au



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Front cover: Shakarnie Creek, Coen

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Darlene Rainbow from Aurukun



The Commission recognises we are visitors to the country we travel across and work in and that many of our Local Commissioners are Traditional Owners and Elders of their communities. The Commission acknowledges and pays our respects to the Traditional Owners, Elders and Teachers of these lands; to those of the past whose unseen hands guide the actions and decisions of the Commissioners today; to those of the present working for their communities setting the example for the next generation; and to those of the future, the Elders not yet born who will inherit the legacy of our efforts.

Roy Gibson at the Mossman Gorge Smoking Ceremony





Family Responsibilities Commission
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23 September 2013

The Honourable Glen Elmes MP
Minister for Aboriginal and Torres Strait Islander
and Multicultural Affairs and Minister Assisting the Premier
GPO Box 15397
CITY EAST QLD 4002

Dear Minister Elmes

I am pleased to present the Annual Report 2012-2013 for the Family Responsibilities Commission.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies*.

The 2012-2013 Annual Report can be accessed at <http://www.frcq.org.au> after 30 October 2013.

Yours sincerely

David Glasgow
Commissioner
Family Responsibilities Commission

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FAMILY RESPONSIBILITIES COMMISSION

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Zion Gibson, Mossman Gorge





PREAMBLE - NOEL PEARSON

“The Family Responsibilities Commission (FRC) has been at the frontline of the ambitious Cape York Welfare Reform (CYWR) trial for five years. I cannot overstate the importance of the role played by the FRC and its Local Commissioners to the trial’s success.

For those not familiar with small and remote Indigenous towns, it might be difficult to picture the role played by Local Commissioners. It should be remembered that the people that they deal with are not strangers. The people referred to the FRC are almost always well known to its Local Commissioners. They are people the Local Commissioners will see later in the street, in the shop, at the school, and at the clinic.

Local Commissioners have hard conversations with the people that come before the FRC. They challenge them about their behaviour. They encourage and support people to take up opportunities to make fundamental changes in their lives — changes that mean children are getting to school each day, and changes that mean individuals and families are managing their money so that food can be put on the table. Sometimes the Local Commissioners make the hard decision that maximum pressure must be brought to bear on an individual to encourage change — and a Conditional Income Management order is made.

Standing up for change is not easy, especially at the outset of the trial. Those addicted to grog and gambling, those threatened by change and those unable to see that life could be better often directed their hostility, resentment and anger at Local Commissioners.

But the FRC has succeeded where many previous efforts have failed. The legitimacy and authority of the Local Commissioners is now widely acknowledged by community members, by governments and evaluators. The release of the independent evaluation of the CYWR trial on 28 March 2013 is an important milestone. It confirms the central importance of the role of the FRC Local Commissioners and conferencing in bringing about fundamental transformations in people’s lives. Most tellingly, it contains the voices of community members who, although resistant at the outset, acknowledge the FRC was the catalyst for them making positive changes.

The FRC continues to rebuild local Indigenous authority and social norms from the ground up. I am immensely proud of what the Local Commissioners have achieved — with the unfailing support of Commissioner Glasgow and his team. The success of the FRC stands as testament that change can occur when local leaders are properly empowered to ask those around them to step up and take responsibility for their own lives, and the lives of their children.”

Noel Pearson



COMMISSIONER GLASGOW'S MESSAGE



From the Commissioner

The Commission's fifth Annual Report recording its activities for the financial year ending 30 June 2013 is submitted on behalf of my Commissioner colleagues and our valued staff. The report is delivered with the satisfaction that the Commission has been evaluated and acknowledged to have carried out its responsibilities effectively and successfully.

The Cape York Welfare Reform Evaluation Report 2012 (the Evaluation) was presented to the Queensland and Australian Governments and made public in March 2013. The report noted:

"An aspect of the trial's implementation that is worth highlighting is the Family Responsibilities Commission. As the pivotal new institution in the welfare reform framework, the FRC'S effective implementation was crucial to the trial's overall success.

Evaluation activities have confirmed that the FRC continues to function effectively and is a successful element of the trial, particularly in relation to the conferencing undertaken by Local Commissioners."

The Commissioners have, over the past year, continued building on our successes and have worked determinedly and proactively in the areas where improvements have come slowly. They have been patient but firm with people who have resisted change for the better, and have been consistent in their endeavours to assist in the support for, and restoration of, socially responsible standards of behaviour. The leadership shown by each of the Local Commissioners is an outstanding example of the rebuilding and restoration of local Indigenous authority as acknowledged by the evaluators.

Commissioners' advice and opinions continue to be actively sought by Governments and service providers. They are regularly consulted by officers of State and Australian Departments for their views and advice, and have taken on mentoring roles encouraging others in community to restore Indigenous authority.

As observed by the reviewers, the strength of the Commission and its success is attributable to the leadership and determination of our Local Commissioners who are committed to improving the lives and opportunities available to every child.

The Academy and Services

The Cape York Aboriginal Australian Academy (CYAAA) has proved an outstanding success and is accepted as a permanent fixture in the communities. Its dedicated teachers continue improving the quality and effectiveness of education to each child in their care.

Notwithstanding the budget constraints and challenges over the past year, I report that all of the Governments services in the communities have performed with commitment and energy. The dedication of these men and women, who continue to provide each community with a good and rising level of care and service, is remarkable. I acknowledge in particular, the work and efforts of the members of the Queensland Police Service, Queensland Health and the Department of Communities, Child Safety and Disability Services.

The Cape York Welfare Reform Evaluation Report

The Evaluation, prepared at a cost of \$1.7 million, sought to answer key strategic questions in regard to changes in social norms and behaviours in the communities. I note with pride that amongst its conclusions it determined that:

- The FRC has strengthened Indigenous authority through the FRC Commissioners providing leadership in their communities. Both qualitative and quantitative evidence from the Evaluation



COMMISSIONER GLASGOW'S MESSAGE

attests that the FRC Commissioners are recognised as moral guardians or guides.

- A significant impact of the FRC Commissioners is the listening, guiding and supportive role they fulfil which reflects the FRC model being built on a traditional, restorative justice model to improve outcomes for Indigenous populations, rather than what some have classified as a punitive model of income management.
- The FRC Commissioners are perceived by the community as bringing about positive behavioural change through demonstrating strong leadership. They have influenced their fellow community members to view Indigenous leadership as not only achievable, but a positive step toward increasing civic participation and resolving common problems.

The reader is encouraged to access the full report at: http://www.fahcsia.gov.au/sites/default/files/documents/03_2013/cywr_evaluation_report_v1.2.docx

Commission staff

The ongoing heavy workload of our valued representatives in the communities has continued with the enthusiastic support and commitment of our small Cairns based staff. I thank Registrar Rob White and our executive team for their valued leadership and commitment to maintaining the high standards we have set for ourselves.

The Commission's future

On 28 March 2013 both the Honourable Jenny Macklin MP, Minister for Families, Housing, Community Services and Indigenous Affairs, and the Queensland Premier Campbell Newman announced the proposed extension of the Cape York Welfare Reform trial and the Commission to 31 December 2014. Subsequently, in budget announcements released on 3 May 2013 and 4 June 2013 respectively, the Australian and Queensland Governments confirmed funding for the extension. We look forward to continuing and expanding our work with the Indigenous communities of Queensland.

David Glasgow
Family Responsibilities Commissioner



Local Commissioners from Aurukun, Coen, Hope Vale and Mossman Gorge with Commissioner Glasgow and Registrar Rob White at the Local Commissioner Development Week May 2013

STRATEGIC OVERVIEW



Our Vision

Vibrant Cape York Welfare Reform communities that are responsible, healthy, safe and sustainable.

Our Purpose

Supporting Cape York Welfare Reform community members to restore socially responsible standards of behaviour, local authority and wellbeing for themselves and their families.

Our Objectives

- Provide effective and efficient client services and influence the wider acceptance of socially responsible standards of behaviour at the individual, family and community level.
- Strengthen collaborative cross agency partnerships to support local Indigenous authority and influence the wider acceptance of socially responsible standards of behaviour at the individual, family and community level.
- Enhance community engagement and promote understanding of our role to support local Indigenous authority and promote the wider acceptance of socially responsible standards of behaviour so that each Cape York Welfare Reform community is a more caring and safer place to live.

Service Charter Statement

The Family Responsibilities Commission knows that you value good customer service. Our aim is to give you the best service we can. We will work with clients and stakeholders to deliver outputs for the Queensland and Australian Governments that achieve the outcomes sought for the Cape York Welfare Reform trial communities. In doing so, the Commission nurtures a spirit of inquiry and innovation. We will take up the challenge of unconventional or creative thinking that may be needed to address the complex problems that confront our communities.

The creation of the Family Responsibilities Commission

In early 2006 the Australian Government agreed to fund the development phase of the CYWR trial proposed by the Cape York Institute for Policy and Leadership (the Institute). The Queensland Government also agreed to participate in the development and provided in kind support and assistance throughout the development period.

The Institute subsequently released an interim report titled "From Hand Out To Hand Up" in May 2007 and a two volume final report with the same title in November 2007. The report outlined the Institute's proposal for the CYWR trial to be implemented in the communities of Aurukun, Coen, Hope Vale and Mossman Gorge. The objectives of the CYWR trial are the restoration of social norms and local Indigenous authority. In addition, the program aims to facilitate and support a positive change in social norms and community behaviours that have developed in response to chronic levels of welfare dependency, social dysfunction and economic exclusion within these communities.

In December 2007, the Queensland Government agreed to contribute \$40 million and the Australian Government \$48 million to finance the implementation of the CYWR trial over four years.



STRATEGIC OVERVIEW

The broad objectives of the CYWR trial agenda as stated by the Cape York Institute are to:

- rebuild social norms and restore Indigenous authority
- address the welfare pedestal through changing incentives
- support engagement in the real economy
- move from welfare housing to home ownership
- enable children to make full use of their talents and creativity and to enjoy the best of both worlds.

The CYWR trial is designed with a strong emphasis on partnership, capacity building, respect and use of local authority, and the enhancement of services and appropriate service delivery mechanisms. The trial is implementing a range of policy, program and service delivery reforms and practical on-the-ground initiatives to help reduce welfare dependency, promote social responsibility, provide pathways to participation in the real economy, improve school attendance and enhance educational opportunities.

These include:

- increased and comprehensive responses to alcohol and drug misuse, gambling, addictive behaviours and violence
- improved services to promote child, individual and family wellbeing including support services which assist expectant parents, encourage positive behaviour, optimise learning by improving school attendance, prepare students for secondary school and assist in maximising the transition to boarding school
- interventions which target employment assistance, sponsor individual enterprise, increase educational opportunities and encourage private home ownership
- increased investment in community capacity building through social capital building programs, the Community Action Fund to provide independent financial assistance, social and physical infrastructure and, 'village hubs' that provide a central location for opportunity products to assist the community, commercial, social and civic activities as well as service co-location
- money management services to promote financial literacy and capability, build assets and establish educational savings trusts to enable the continuing education of children and
- income management of individuals where appropriate to assist them to manage their finances.

The CYWR trial also has an emphasis on early intervention in order to address issues and behaviours before they escalate. A key feature of the CYWR trial is the creation of the Family Responsibilities Commission as an independent statutory authority. The Commission is regarded as a critical mechanism to facilitate the rebuilding of intra-community social norms and to encourage behavioural change through attaching reciprocity and communal obligations to welfare and other government payments. The intention of the trial and of this Commission is to enhance and complement the existing responsibilities of Queensland and Australian Government agencies and service delivery and community organisations.

This philosophy is grounded in the Institute's view that historically policies have created a welfare dependency in Indigenous communities and that people in receipt of welfare payments, or who are participating in the Community Development Employment Projects (CDEP) program, not only have an obligation to their community not to behave in ways which are detrimental, but must reciprocate with economic engagement and the active support of their community.

STRATEGIC OVERVIEW



Indigenous and non-Indigenous people living in the four communities receiving welfare or CDEP payments are subject to the Commission's jurisdiction. Jurisdiction continues if the individual relocates from the community.

The *Family Responsibilities Commission Act 2008* was passed in the Queensland Parliament with bipartisan support on 13 March 2008. The Commission commenced operating on 1 July 2008 and conferencing began on 12 August 2008, with the first sitting being held in Coen. As regulated by the Act the Commission was to cease operations on 1 January 2012. On 19 August 2011 the then Queensland Minister for Aboriginal and Torres Strait Islander Partnerships, the Honourable Curtis Pitt MP, together with the Honourable Jenny Macklin MP, Minister for Families, Housing, Community Services and Indigenous Affairs announced the extension of the CYWR trial until 31 December 2012.

Following further extensive stakeholder and community consultation regarding the future of the Commission and the CYWR trial, an extension was granted until 1 January 2014. A further extension of the CYWR trial and the Commission to 31 December 2014 was announced on 28 March 2013 by both the Honourable Jenny Macklin MP Minister for Families Housing, Community Services and Indigenous Affairs and the Queensland Premier Campbell Newman.

About Us

As part of the broader Cape York Welfare Reforms, the Commission has the lead role in this unique trial aimed at restoring local authority and socially responsible standards of behaviour in Aurukun, Coen, Hope Vale and Mossman Gorge.

Local Commissioners are Elders or respected community members who encourage individuals appearing before the Commission to take the necessary steps to make lasting changes which will benefit their health, wellbeing, home and community life.

The Commissioner and Local Commissioners meet regularly to conference clients and make referrals to community support services, or in certain circumstances, to the Department of Human Services, Centrelink for income management.

Policy context

Our activities support the Cape York Welfare Reforms and the Statement of Objectives for the Community published by the Queensland Government. The Commission contributes specifically to the Government objectives for the community of:

- "Revitalise frontline services" - by providing effective and efficient client services for families
- "Restore accountability in government" - by strengthening collaborative cross-agency partnerships to support local Aboriginal and Torres Strait Islander authorities and to influence the wider acceptance of socially responsible standards of behaviour.

The fundamental principles of the Queensland Public Service Code of Conduct are strictly adhered to and the principles of natural justice, conflict of interest and confidentiality are established and strongly reinforced with employees and Local Commissioners through the Commission's Workplace Policy and Local Commissioner's Handbook.



STRATEGIC OVERVIEW

Our activities also specifically support the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs goal of leading the Council of Australian Governments (COAG) “Closing the Gap” agenda and the National Indigenous Reform Agreement (NIRA):

- Safe communities – addressing the problem of violence, alcohol, criminal and anti-social behaviours
- Health – closing the gap in health and longevity
- Schooling - supporting the improvement of literacy and numeracy levels and Year 12 or equivalent attainment of children in our communities by providing guidance, encouragement and information to families on the requirement for children to attend school and by providing better access to educational services in relation to boarding schools
- Economic participation – closing the gap in employment outcomes between Indigenous and non-Indigenous peoples
- Healthy homes – addressing the problem of overcrowding in Indigenous households and providing infrastructure and other essential services
- Governance and leadership – enhancing government policies and systems to improve engagement mechanisms, developing and supporting community capacity and leadership and supporting the development of leadership for women and young people
- Supporting Queensland’s children and families at risk of entering the child protection system through early intervention and better access to a range of services
- Ensuring people with complex care needs can access comprehensive, integrated and coordinated services
- Land and culture – promoting and affirming Aboriginal and Torres Strait Islander cultures.

Our challenge

The Commission delivers services to communities which are culturally unique and geographically remote. Each community is different, however, each can be characterised by the entrenched disadvantage of Indigenous community members. Over-crowded housing, high rates of Indigenous welfare dependency and multi-generational poverty has resulted in communities with high numbers of individuals and families with complex needs.

Our challenge is to work collaboratively with partner agencies, as part of a linked service system to engage, empower and enable individuals, families and the wider community to make positive and lasting change.

Strategic objectives

The objectives of the Commission, the practical means of implementing each objective and the key performance indicators by which the Commission can introspectively assess performance and be independently evaluated are:

STRATEGIC OVERVIEW



Objective One

Provide effective and efficient client services and influence the wider acceptance of socially responsible standards of behaviour at the individual, family and community level.

Strategies

- Support Local Commissioners in their role.
- Continually improve performance through strong governance and management of resources.
- Develop and support staff.
- Process agency notices, conduct client conferences and undertake case planning, monitoring and Show Cause as required.

Performance Indicators

Local Commissioners report increased respect for their authority from community members and positive social norms make each community a more caring and safer place to live and:

- School attendance increases – notices from the Department of Education, Training and Employment decrease.
- Criminal offending decreases – notices from the Magistrates Court decrease.
- Children at risk of harm and/or actually harmed decreases – notices from the Department of Communities, Child Safety and Disability Services decrease.
- Breach of tenancy decreases – notices from housing providers decrease.

Objective Two

Strengthen collaborative cross agency partnerships to support local Indigenous authority and influence the wider acceptance of socially responsible standards of behaviour at the individual, family and community level.

Strategies

- Build and maintain partnerships with partner agencies and community support services based on a mutual understanding of agency mandates and the importance of cooperative, collaborative and coordinated service provision.
- Staff of the Commission, partner agencies and community support services recognise the importance of timely and lawful information sharing to enable quality case management.
- The Commission's service delivery is aligned with the *Family Responsibilities Commission Act 2008* and wider Cape York Welfare Reform objectives.

Performance Indicators

Local Commissioners report increased respect for their authority from community members and positive social norms make each community a more caring and safer place to live and:

- School attendance increases - notices from the Department of Education, Training and Employment decrease.
- Criminal offending decreases - notices from the Magistrates Court decrease.
- Children at risk of harm and/ or actually harmed decreases - notices from Department of Communities, Child Safety and Disability Services decrease.
- Breach of tenancy decreases - notices from housing providers decrease.

Objective Three

Enhance community engagement and promote understanding of our role to support local Indigenous authority and promote the wider acceptance of socially responsible standards of behaviour so that each Welfare Reform community is a more caring and safer place to live.

Strategies

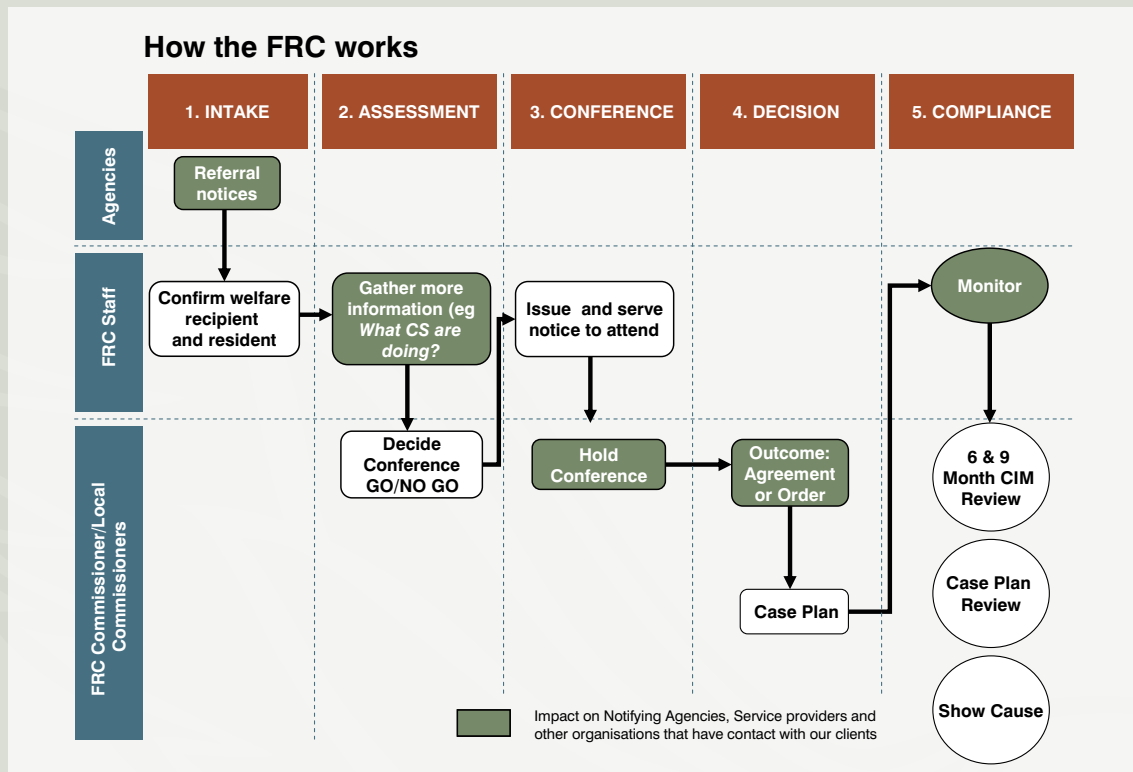
- Promote understanding of our mandate to deal with matters in a way which supports local Indigenous authority, encourages positive social norms and which promotes the rights, interests and wellbeing of children and other vulnerable persons of the community.
- Promote understanding of the Commission as part of the Cape York Welfare Reform trial and as part of a wider service network aimed at enabling individuals and families to improve the quality of their life.

Performance Indicators

- Number and percentage of clients subject to more than one agency notice decreases.
- Number and percentage of clients attending conferences increases.
- Community respect for Local Commissioner authority increases.
- Number of engagement activities undertaken by the Commission in the community and regionally increases.



HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



The objectives of the Commission, as set out in the Act, are primarily to hold conferences with community members and to encourage clients, individuals and families to engage in socially responsible standards of behaviour whilst promoting the interests, rights and wellbeing of children and other vulnerable persons living in the community.

The Commission can deal with a welfare recipient living in a CYWR trial community from 1 July 2008 (a community member) if the person, or their partner, is in receipt of certain welfare payments. The full list of payments subject to income management under the Cape York initiative is available at <http://www.fahcsia.gov.au/our-responsibilities/families-and-children/publications-articles/cape-york-welfare-reform-fact-sheets/income-management-for-cape-york-welfare-reform>.

Intake and Assessment

The Act, passed by the Queensland Parliament on 13 March 2008, sets out the statutory obligations of the relevant Queensland departments to notify the Commission when a community member is not meeting pre-determined obligations.

Agency notices are received in the following circumstances:

- The Department of Education, Training and Employment must submit a School Attendance Notice to the Commission if a child is absent for three full, or part days of a school term without reasonable excuse, or submit a School Enrolment Notice where a child of compulsory school age is not enrolled to attend school.
- The Department of Communities, Child Safety and Disability Services must submit a Child Safety and Welfare Notice where the Chief Executive becomes aware of an allegation of harm or risk to a child.
- The Department of Justice and Attorney-General (Magistrates Court) must submit a Court Offence Notice if a person is convicted of an offence.

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



- The Department of Housing and Public Works or the provider of social housing, must submit a Tenancy Breach Notice if the tenant has breached their social housing tenancy agreement.

Once an agency notice is received, a determination is made as to whether the person/s notified are within the jurisdiction of the Commission in accordance with the Act. Section 49 of the Act provides that the Commission can deal with an agency notice relating to a community member. Section 7 of the Act defines a community member as being a person who is a welfare recipient and who also lives in one of the four CYWR trial communities or has lived there for a period of three months since 1 July 2008. Upon a determination that the matter is within jurisdiction, it is then referred to the Local Commissioners for a decision as to whether the client should be ordered to attend a conference and if other relevant persons should be invited or directed to attend the conference.

Service of Notice to Attend Conference

Following a determination to proceed to conference, the client is served with a 'Notice to Attend Conference' at which time the client is informed of the time, date and place of the conference, the purpose of the conference, what they can expect to occur and the ramifications if they fail to attend. The notice is served at least 7 days prior to the conference date. In the event that a client fails to attend as per the notice, the Commission re-schedules the conference and again a notice is served 7 days prior to the re-scheduled conference.

Conference

At the conference Commissioners discuss with the client the matter/s subject of the agency notice and any related problems the client wishes to raise. The conference is held in an atmosphere which is informal and confidential. Where the client's first language is not English, the conference is conducted in the local language of the client with Local Commissioners translating as required. Conferences are convened either with a panel comprising of the Commissioner (or Deputy Commissioner) and two Local Commissioners, or with a panel of three Local Commissioners. All Commissioners have equal authority in the decision making process. The Commissioners must attempt to reach a unanimous decision. If a unanimous decision cannot be reached a majority decision is acceptable, however, the reasons as to why it was not unanimous must be documented. Decisions made at conference are made fairly and with the best interests of the client and their family in mind. At the conclusion of the conference Commissioners may decide that no action is necessary, reprimand the client, encourage the client to enter into an Family Responsibilities Agreement (FRA), direct the client to relevant community support services or place the client on a Conditional Income Management (CIM) order.

Referrals

During the conferencing process Commissioners may decide to refer the client to support services such as:

- Wellbeing Centres (WBCs) to address alcohol and/or drug misuse, gambling, parenting or social health related issues
- Parenting Programs to assist in implementing good parenting practices
- MPower, a money management program, to assist with budgeting and meeting priority financial needs of individuals and families
- Student Case Management Framework (SCMF) to assist parents to ensure children attend school
- Ending Family Violence (EFV) program to assist the client in addressing offending and violent behaviours, and misuse of drugs and alcohol or
- other appropriate support services.



HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS

Conditional Income Management

A conference decision may include the issue of a notice to the Department of Human Services, Centrelink of a CIM order. Due consideration is given firstly to the individual circumstances of the client and whether it may be more appropriate to take alternative action. Primarily CIM orders are issued to stabilise a client's circumstances, particularly where children or other vulnerable people are concerned. CIM orders are also made where a client fails to attend two scheduled conferences, is not complying with their agreement or order, or the Commission is continuing to receive additional notices in relation to their behaviour. CIM orders are issued for a defined period (normally 12 months) with the Commissioners determining whether 60 or 75 percent of fortnightly welfare payments are managed.

Centrelink enacts the notice and meets with the client to discuss their priority needs and financial obligations such as rent and bills and allocates the remainder of funds to a BasicsCard for the purchase of food and other consumables. The client receives the remaining funds (25 or 40 percent) as discretionary spending. CIM orders are reviewed at the six and nine month point of the order. Some clients request extensions of the CIM order or a decrease of the percentage managed from 75 to 60 percent to ensure stability of their finances is maintained. Clients may also enter into a Voluntary Income Management (VIM) arrangement to assist them to manage their budgets and meet the costs of everyday essentials.

Case Management

Clients who enter into an agreement, or who are ordered to attend community support services are case managed by the Commission. Service providers are required to submit a monthly progress report by the fifth day of each month advising if the client has attended and engaged with the provider and the progress they are making towards achieving their goals. The Commission collaborates with service providers to maintain consistent reporting criteria, encourages each service provider to engage in a quality assurance process in regard to the quality of information provided in the monthly progress reports and conducts information sessions and updates in the communities. Service providers are encouraged to attend conference proceedings in each CYWR trial community and discuss with the Commissioners the decision making processes.

Each agreement or order is monitored by the Commission for the period of the agreement/order. As a result of the progress reports received from service providers, clients are assessed to determine if they are fulfilling their obligations under the agreement or order. Additional information is sought from agencies and service providers which is used, together with local knowledge, to decide upon the best course of action for the client.

It should be noted that the number of clients case managed includes those who are incarcerated, out of community, in hospital and on probation orders. Their circumstances are monitored to ensure that where change occurs, such as release from prison, they are supported on their return to the community.

Active Family Pathways

The Active Family Pathways (AFP) framework is offered to select individuals and families requiring assistance and support to navigate services and agencies to access the personal assistance they require. The model is voluntary and a collaboration between the Commissioners, Local Coordinators and Case Management team, and encourages clients to identify strategies to restore their primary responsibility for improvement in their lives and that of their families.

There are three tiers of assistance. The first tier offers intensive case management in which the client attends conference, discusses the concerns which brought them before the Commission,

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



establishes a number of goals with the AFP Support Officer (AFPSO) and works to achieve these goals. The second tier of assistance is a voluntary agreement where the client agrees to the case management of a specific goal or issue. The client and the AFPSO then work intensively toward achieving that goal. The third tier of assistance focuses on assisting the client to achieve a result that is immediate and meets a pressing need.

The Commission anticipates that a key outcome of the AFP framework will be increased school attendance and clients addressing significant issues within their lives. It acknowledges, however, that issues such as addiction and violence are personal challenges which require the sourcing of solutions to effect permanent change.

Show Cause Notices

Where a client does not comply with their agreement or order, Show Cause proceedings may be initiated and the client ordered to attend before the Commission to explain reasons for non-compliance and if necessary an order for CIM may be made. The complexity of client obligations requires comprehensive information sharing and cooperation between the Commission, service providers and associated agencies to ensure clients can realistically meet the requirements of their agreements or orders. Each Show Cause is therefore assessed on a case by case basis to ensure that clients are treated in a fair and just manner.

Applications to Amend or End Agreements or Orders

Clients may submit an Application to Amend or End their Agreement or Order. Commissioners view the hearing of the applications as an opportunity to engage with clients. For some clients this may be their first conference attendance as the CIM order may have been invoked due to their non-attendance at two previous conferences. The client is encouraged to provide evidence as to why the application should be heard and each application is considered on its own merit. When CIM orders are revoked clients are encouraged to continue to address any remaining challenges and to exercise personal responsibility in their lives.



Back Row: Aurukun Commissioner Wolmby, Aurukun Local Coordinator Dellis Gledhill, Aurukun Commissioners Pootchemunka and Koometta. Front Row: Aurukun Commissioners Poonkamelya and Woolla and Coen Commissioner Kepple



BUILDING RELATIONSHIPS

NGAANYATJARRA PITJANTJATJARA YANKUNYTJATJARA WOMEN'S COUNCIL (NPYWC) ABORIGINAL CORPORATION AND THE FAMILY RESPONSIBILITIES COMMISSION

Aurukun Commissioners

We did not know what to expect when Commissioner Glasgow asked if we would like to host a group of ladies from the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council (NPYWC) Aboriginal Corporation.

Although people tell us that there is lots of talk about the work the Commission does, and the work we do as Local Commissioners, we don't have many visitors wanting to see what we do in conference. Sometimes it is hard to get those people working in the community as service providers to attend conference, to see the process and outcomes of conferences, and here we had delegates from interstate requesting to visit and observe the working of the FRC conferences.

Commissioner Port and Commissioner Hart escorted the NPYWC delegates in Coen on the Monday. The delegates then flew on to Aurukun with Commissioner Glasgow to attend three days of conferencing. We had just started to settle into our work on the first day of conferencing when the delegates arrived. Yanyi Bandicha, the Chairperson, and Tjawina Roberts, a Director, arrived at our conference room with Andrea Mason, the NPYWC Coordinator. It was clear to us these women were important women, but they also wanted to listen and hear from us. All too often people come to visit us and try to squeeze the visit into a short schedule because they are only in Aurukun for a short time. These ladies understood that time was important, and made sure they were in Aurukun for all three days of sittings.

The NPYWC Delegates witnessed the conference process, and watched us dealing with the families who shouted and banged their fists on the table. Some discussions were around the issues impacting school attendance which cause Child Safety Services to do an investigation.

The delegates saw us speaking very frankly (in language) with our clients. We were hard on some clients, and when they told lie stories or made excuses, we told them they had to stop making excuses for bad behaviour. The delegates were starting to see what we were doing, bringing the issues to the table and addressing the behaviours that cause the issues.



*Andrea Mason, NPYWC Coordinator with Aurukun
Commissioner Wolmby*

The delegates informed us of the work they undertake with the NPYWC in Domestic and Family Violence, Disability Supports, Youth Supports, Child Nutrition and Maternal Welfare and Traditional Healing and Fibre Art. It showed us how much work could be done across three different states and territories by a group of determined women Elders.

Their visit has inspired us to keep working hard, and to deal with the problems facing our community by showing leadership, courage and harmony between families.

BUILDING RELATIONSHIPS



There was also lots of fun and laughs; we shared dancing, singing and exchanged stories. We could not speak each other's language, but we could hear the love in their voices when they sang about their home and country.

We ate together, laughed together and made some tough decisions together.

Thank you for visiting our community and exchanging knowledge. When we all work together we can be assured that we are moving forward in a strong and positive way.

NPYWC Aboriginal Corporation

In mid-2013, after some discussion in NPYWC, the Directors proposed a visit to North Queensland. The Council had been advocating in recent years for income management across the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Lands on the basis that income management was available in the Northern Territory and South Australian member communities. It was considered timely to visit some communities in Far North Queensland where income management is available to get an understanding of how this measure is working to improve life opportunities for children, women and families.

Coen

The delegation travelled from Cairns to Coen with FRC senior staff, Local Commissioners Port and Hart and Commissioner Glasgow on Monday 19 November. Coen Commissioners Kepple and Peter joined the meeting once the conferencing commenced. Commissioner Glasgow sought permission from each community member who had been summoned to appear before the Commission to allow the delegation to sit in the meeting room to listen. Because there were no objections to this request, the delegation was able to witness firsthand the Commissioners administering their responsibilities, and were able to observe the level of administrative support the FRC staff provide to the Commissioners during the course of conferencing. The delegation observed a number of conferences dealing with issues from rent arrears to child safety. After a full day the delegation travelled on to Aurukun.



Back Row: Commissioner Glasgow and Andrea Mason NPYWC Coordinator. Front Row: Hope Vale Commissioner Hart, Tjawina Roberts, a Director of NPYWC, Yanyi Bandicha, Chairperson of NPYWC and Coen Commissioner Port

Aurukun

Three locally based Commissioners Wolmby, Woolla and Pootchemunka joined Commissioner Glasgow in the meeting once conferencing commenced. As had occurred in Coen, Commissioner Glasgow again sought permission from each community member who had been summoned to appear before the Commission to agree to the delegation observing proceedings. There were no objections to the presence of the delegation, so the delegates were able to observe the Commissioners administering their responsibilities. As conferencing commenced on Tuesday 20 November and concluded on the



BUILDING RELATIONSHIPS

afternoon of Thursday 22 November, the delegation was able to spend considerable time observing the proceedings, in particular hearing the advice and instructions given to recipients and also recipients' response to advice.

Service Providers

As mentioned above, the FRC has significant records associated with each conference to provide evidence of either concerning or improving behaviour.

While the NPYWC delegation was in Aurukun the FRC set up meetings with service providers. The service providers included those who either provide data or receive referrals from the FRC including the Department for Housing and Public Works, Opportunity Hub and Parenting Program, Centrelink Income Management team, Women's Safe House and Cape York Aboriginal Australian Academy.

In regard to the Cape York Aboriginal Australian Academy, the delegates observed firsthand students learning through the model of direct instruction. During a visit to the Academy in Aurukun the delegates were introduced to a classroom of kids of varying ages, but at the same literacy level. They were informed that at the start of the 2012 school year the kids in the class were unable to read, or had been assessed as having a very low level of reading competency. On the day that the school was visited in November, some ten months into the school year, these students were reading confidently, and undertaking their written school work under their own initiative, confidently writing up their responses.

Since the introduction of the Academy school attendance has increased. What impressed the delegation was that school attendance was coupled with a tailored curriculum that was providing every child with the opportunity to grasp the fundamentals of literacy, numeracy and comprehension. As there is no high school in Aurukun or Coen students apply to high schools in other localities. There is a tangible pride in the community at seeing an increasing number of children being offered places in elite boarding schools in Cairns and Brisbane based on academic merit.

Lessons learned

Integral to the FRC conferencing is the access each Commissioner has to accurate records and data that form the basis for each conference. The majority of documents were available electronically and prepared well before the conference commenced. Importantly data was tabled in every conference, providing the proof for the issues dealt with (child safety, housing, school attendance and Magistrates Court). In this regard the information provides important baseline information for the Commissioners and the recipient.

During conferencing NPYWC delegates saw that the work of the FRC is accepted as valid, in that community members accept the authority of the Commissioners and the role of the Commission in terms of encouraging community members to take responsibility for their behaviour and actions, while promoting the safety and wellbeing of children and other vulnerable persons.

The appointment of capable and well respected Commissioners is a key feature of the system. The delegation observed recipients give Commissioners considerable respect, and it was clear that their opinion was valued. This was demonstrated by observing recipients agreeing and even supporting considerations or findings of Commissioners. NPYWC delegates also observed Commissioners demonstrating their knowledge of kinship and family conflicts in their deliberations.

The visit has given NPYWC a lot to consider. In the coming months the lessons learned will be relayed to their members and in other forums in which NPYWC engages.

CLIENT PROFILE



CLIENT PROFILE

Sticking Together

When he first started coming to community we thought if we gave him a hard time and told him he was not welcome, he would go away and never come back. Most of them do. They fly in and fly out, tell us they are going to fix everything, that they have the best idea ever and then they stop coming. He didn't tell us he was going to fix anything. He told us we had to fix it ourselves with help from the Commissioners and the service providers.

We now know he is a man of his word and he has stuck by us. Commissioner Glasgow works with us to fix the problems, and he comes to us every fortnight. When he finds something not working he tries to get it sorted. He is not afraid of the Government or the service providers, and he is not afraid of the clients. I have heard the stories. He has been threatened by people with weapons, people trying to punch him and the dirty mouths throwing words at him, but he keeps coming back.

I first met him when my children did not go to school. They were finding school hard. They would get bored and they were also teased. I have boys and girls, big kids old enough for boarding school and little kids in primary school. Commissioner Glasgow sat with the Commissioners and pulled out papers about my children and school attendance and court appearances. With his big, strong voice he said my children were running around the community and missing out on school because of my drinking. Then he changed to a soft voice and asked if there were reasons why. The Local Commissioners helped me to explain the reasons. My partner and I don't look after the children when we drink, and are sometimes violent around them.

We had a visit from Child Safety Services because our children had bad teeth. This

came up at my next conference with the Commissioners. They all growled at me and said looking after teeth was very important. I went to the clinic and found out what to do. For the next few years it was back and forth with the Commission, the school, Transition Support Services and for my court appearances for grog. Just when I got one child attending school, another would drop out or refuse to attend. The little ones got bigger and thought they could do the same as the big ones and would disobey me. I kept drinking and bringing grog into the community. I got to know Commissioner Glasgow over this time. He has boys and girls, and he told me lots of stories about getting his kids to school. Even a man as powerful as him had some hard times with his children. I know sometimes he was disappointed in me, like the day I turned up really drunk to conference, but he always showed his concern and listened. He is like the Local Commissioners now. He is a wise man, but not a know it all.

I decided I was better when I did not have a man in the house, so I am single now. I have a Student Education Trusts account and my big boy is in boarding school in Townsville. My little ones are attending school and their attendance is around 90 percent when it was 20 percent in past years. I have asked to come off the BasicsCard because I am now a good parent. I thank Commissioner Glasgow and the Local Commissioners because they have stuck by me, and now I will stick by them and make sure my promises are kept. More people now know that the Commissioners are here to help the people. I heard on the news the Government think they are doing a good job because they are going to extend and give them more money. I would like to see other Government agencies and referral agencies work alongside the people in the community the way the FRC does.



THE COMMISSION — WHO MAKES UP THE COMMISSION

FAMILY RESPONSIBILITIES COMMISSIONER

Commissioner David Glasgow



Commissioner David Robert Glasgow is a proud North Queenslander, having lived all but two or three years of his life in the north. Born in Cairns, he completed his schooling in Cairns, apart from boarding for a time in Charters Towers. He then studied law in Cairns, with the firm McDonnell Harris & Co, today simply known as McDonnells Law. After admission as a Solicitor, he joined the long-established and prestigious firm of Roberts Leu and North, and quickly became a partner. He stayed with them for about 27 years, becoming a senior partner and gaining a wide experience in virtually all areas of the law. In 1998 he was appointed a Magistrate, and then served in Brisbane and the south-east for the next year. From there he was placed in Cairns and for nearly a year undertook his share of circuit work in the Cape York Peninsula region and on Thursday Island, becoming familiar with Indigenous communities and aware of their problems and social dysfunction. He was then transferred to Townsville where he became the Coordinating Magistrate. In that role he took a special interest in developing the work of the Murri Court and was instrumental in preparing the procedures of that Court throughout Queensland. His work in the Children's and Drug Courts in North Queensland further exposed him to the particular problems of Indigenous peoples, many quite young, who in numbers appeared before those courts at a much higher ratio than those who came from the wider community.

His experiences led the Bligh State Government to look to him for guidance as they went about implementing the Family Responsibilities Commission model of welfare and social reform in the Cape.

The model enshrined in the FRC Act provided for the appointment of a retired Magistrate or a person of like background to be the Commissioner, and Mr Glasgow was appointed to that position on 25 April 2008.

The Act provided for the trial of the reform model in Aurukun, Coen, Hope Vale and Mossman Gorge. Commissioner Glasgow has since then gained the respect of both the Queensland and Australian Governments who have sought to retain his services during the years in which the life of the trial has been extended. That it can work effectively is demonstrated by the fact that under his leadership and especially the leadership of Local Commissioners, the Commission is recognised as a true partner in reforming life behaviours in Indigenous communities.

LOCAL COMMISSIONERS

Aurukun



Commissioner Edgar KERINDUN (Sara Clan) was born and raised in Aurukun and is a traditional owner of the area. Aurukun

Commissioner Kerindun was elected to the position of Councillor in the Local Government elections conducted on 28 April 2012 and subsequently retired from the position of Engagement Officer at Queensland Health. He was one of the original Community Police Officers in Aurukun and continues to promote justice and rehabilitation for ex-offenders. Together with his partner, Aurukun Commissioner Doris Poonkamelya, they have in their care three children from their extended family. Aurukun Commissioner Kerindun has a strong belief that if you show respect to everyone, everyone will have more respect for you.

THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner Doris POONKAMELYA (Putch Clan) was born at the Kendall River Outstation and her family moved to Aurukun

when she was a child. Aurukun Commissioner Poonkamelya retired as a senior health worker from Queensland Health in 2009 where she worked for 29 years. She is a founding member of the Aurukun Community Justice Group and is also deeply committed to education as the pathway to employment and a promising future for young people. As a recognised Child Safety Carer, Aurukun Commissioner Poonkamelya believes in ensuring a safe environment for children to grow and mature.



Commissioner Sarah WOLMBY (Aplach Clan) was born and raised in Aurukun, only leaving her home community to attend boarding

school to obtain a year 11 education. Aurukun Commissioner Wolmby previously worked for 15 years as a community health worker with Queensland Health and has worked in child care and teaching centres. She is an avid supporter of children receiving a strong education to allow them to successfully graduate from senior and tertiary education and gain employment either in Aurukun to enrich the community, or outside of Aurukun in their chosen career.



Commissioner Ada Panawya WOOLLA (Winchanum Clan) was born and raised in Aurukun, leaving the community to

attend boarding school and later Cairns Business College. Upon election to the position of Councillor of Aurukun Shire Council in April 2012, she retired from her position as a Recognised Entity where she worked alongside the Department of Communities, Child Safety and Disability Services to assist families and children in Aurukun.

She is also a foster and kinship carer, an office bearer in the church, a founding Member of the Aurukun Community Justice Group, a respected mediator and community Elder. Aurukun Commissioner Woolla and her husband, Mayor Derek Walpo, support the education and training of young people and strive to improve opportunities for their community.



Commissioner Dorothy POOTCHEMUNKA (Winchanum / Aplach Clans) was born, raised and educated in Aurukun, and now has 10

children, 15 grandchildren and five great grandchildren. Aurukun Commissioner Pootchemunka's interests span the full spectrum of traditional activities including fishing, camping and the customary female craft of basket weaving using Pandanus and Cabbage Palm leaf. Her baskets are on display in national galleries in Australia and overseas. Aurukun Commissioner Pootchemunka is also a registered Wik interpreter and her expertise is utilised within the court system and also by the Department of Human Services. She views education as the key to employment and encourages all students to make the most of their education and training to enhance future job opportunities.



Commissioner Vera KOOMEETA (Aplach Clan) was born in Aurukun and attended primary school in Aurukun. Upon completing a

Junior Certificate she attended TAFE in Cairns, obtaining a qualification in community teaching. On 28 April 2012 Aurukun Commissioner Koomeeta was elected to the position of Councillor in the Local Government elections. She is a Justice of the Peace (Magistrates Court) and a registered interpreter as well as a member of the Aurukun Community Justice Group.



THE COMMISSION — WHO MAKES UP THE COMMISSION

As the representative of her clan group she is involved in several committees and holds positions on a number of boards. Aurukun Commissioner Koomeeta's experience assists in her ability to make independent and informed decisions as a Local Commissioner. When not working, she can be found spending time with her granddaughter, camping and fishing.

Coen



Commissioner Peter Pedro PETER (Lama Lama Clan) is an Elder of great significance within the Lama Lama Clan and the wider community.

Coen Commissioner Peter is a valued member of the Coen Men's Group who pass on their skills and knowledge in leatherwork and woodwork to the younger men and produce goods for sale. He teaches the traditional art of carving spears and woomeras, as taught by his Elders and passes on traditional wisdom. Coen Commissioner Peter is also a member of the Coen Justice Group whilst providing respect and leadership as a Local Commissioner.



Commissioner May Mary KEPPLE (Winchanum Clan) is an Elder of the Murri Court and a Justice of the Peace (Qualified). Coen

Commissioner Kepple has had a variety of positions in retail and sales and currently works part-time at Mulley's Market. She enjoys painting on canvas and previously managed the Wunthulpu Visitor Centre in Coen. As an accredited foster carer since 2007 she remains committed to the welfare of children, ensuring they receive opportunities for self-development and a bright future. Coen Commissioner Kepple spends her weekends on country with her daughter and grandchildren passing on culture and the ways of the Elders.



Commissioner Garry Lloyd PORT (Lama Lama / Kuku Yalanji / Awapathu Clans) is from a well respected Coen family and son of Barry Port,

the famous Aboriginal Police tracker. Coen Commissioner Port is a Justice of the Peace (Qualified) and works fulltime as an Indigenous Administration and Support Worker for Australian Red Cross. In his role with Red Cross he supports patients and families from Cape York and the hinterland whilst they receive medical treatment. He is deeply involved with supporting young people, ensuring they reach their full educational potential, and also volunteers his time to junior sport development, providing guidance for young boys.



Commissioner Elaine Louise LIDDY (Lama Lama Clan) was born in Cairns. She is a fluent Umpithamu language speaker and has

contributed to the dictionary of the Umpithamu language. Coen Commissioner Liddy has been pivotal in establishing the Lama Lama Rangers who live and work on the Lama Lama homelands of Port Stewart. She is a Justice of the Peace (Qualified) and is a highly respected leader of the Lama Lama Clan. Coen Commissioner Liddy devotes her spare time to the care of her homelands and passing on tradition and culture to future generations.

Hope Vale



Commissioner Brian COBUS (Nruurruumungu / Muuli Clans) is an Executive Board Member and Field Officer for the Cape York

Land Council, Director on Hope Vale Congress Aboriginal Corporation and the Hope Vale Community Justice Group.

THE COMMISSION — WHO MAKES UP THE COMMISSION



As Hope Vale Commissioner Cobus did not get the opportunity of further education, leaving school in grade nine to work on farms, he encourages future generations to obtain the best education possible to ensure they have increased opportunities. As a traditional owner of the lands, Hope Vale Commissioner Cobus passes on sustainable management to his grandchildren whilst also passing on his well-known fishing skills.



Commissioner Victor Patrick GIBSON (Binthi / Bulcan Clans) holds the position of Student Case Manager for the Cape York

Aboriginal Australian Academy in Hope Vale. He is also a member of the Hope Vale Men's Group and organiser of the Young Leadership Forum, encouraging young people to become the leaders of tomorrow. Hope Vale Commissioner Gibson has devoted much of his working career to Hope Vale, serving as Deputy Mayor and a Councillor in the past. He remains a keen supporter of good governance and leadership for the future.



Commissioner Doreen HART (Binthi / Bulcan Clans) has recently undertaken the position of Community Development Officer, Living

Change, in the Wunan Foundation to assist in the re-establishment of Indigenous authority through community based reform. Hope Vale Commissioner Hart is providing guidance and expertise based on her knowledge as a Local Commissioner to the communities of Western Australia. Her former roles include the Chief Executive Officer for the Apunipima Cape York Health Council and the Housing Officer for the Hope Vale Aboriginal Shire Council. She is a Justice of the Peace (Qualified) and a member of the Thurrbill Community Justice Group and the Local Advisory Group.



Commissioner Ivan DEEMAL (Thiitharr Clan) is the General Manager of Hope Vale Congress Aboriginal Corporation. Hope Vale

Commissioner Deemal gained trade qualifications once completing school, and has held a number of roles training and developing young people throughout Queensland. Upon returning to Hope Vale, he took up the role of Implementation Manager with the Hope Vale Aboriginal Shire Council whilst also being the council representative to the Local Program Office Welfare Reform Program. Hope Vale Commissioner Deemal and his family provide recreation camping to tourists on traditional lands in Elim Beach, rated in the 100 most incredible travel secrets by Australian Traveler magazine.



Commissioner Erica DEERAL (Gamay Clan) holds the position of Administrative/Accounts Officer with the Hope Vale campus of the

Cape York Aboriginal Australian Academy. She enjoys working at the school and seeing school attendance improve so that young children can obtain an education to better their futures. Prior to this Hope Vale Commissioner Deeral held administrative positions with the Cook Shire and Hope Vale Aboriginal Shire Councils. She is a traditional owner and a Director on the Hope Vale Congress Aboriginal Corporation.

Mossman Gorge



Commissioner Loretta SPRATT (Olkola Clan) was born on Thursday Island and has lived in Mossman Gorge for 15 years. Mossman Gorge

Commissioner Spratt has previously worked in the areas of sport and recreation and is currently employed by Bamanga Bubu Ngadimunku Incorporated (BBNI) in the horticulture area. She continues to work closely with young people and the women of her community.



THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner Karen GIBSON (Nyungul / Kuku Yalanji Clans) was born and raised in the Mossman area and is a custodian of the area. She is an artist whose work has gained increasing recognition and exposure. As an artist Mossman Gorge Commissioner Gibson also enjoys inspiring other young artists to follow their dreams. She has held the positions of Vice Chairperson and Chairperson of Bamanga Bubu Ngadimunku Incorporated (BBNI) and is presently serving another two years as Chairperson. Other positions held include Board Member for the Cape York Land Council, Director of Kuku Yalanji Dreamtime Tours, Attendance Case Manager with Cape York Partnerships and Local Coordinator for the Family Responsibilities Commission, Mossman Gorge.



Commissioner Karen SHUAN (Kuku Yalanji Clan) was born on 15 August 1972. As a Kuku Yalanji woman, she is a traditional owner of the Mossman area and has resided in Mossman all of her life. After completing Year 11 at Mossman State High School, she gained a Certificate III in Tourism and is currently studying for a Certificate III in Business. Positions she has held include Director, Vice Chairperson and Secretary for Bamanga Bubu Ngadimunka Incorporated (BBNI). She is presently the Gallery Attendant at the Mossman Gorge Gateway Centre. As a custodian of the Kuku Yalanji culture the Mossman Gorge Commissioner led the Mossman Gorge girls in performance at the Laura Dance Festival.

DEPUTY COMMISSIONER

Deputy Commissioner Rodney (Rod) Curtin



Deputy Commissioner Rod Curtin is a Barrister-at-Law appointed to the Supreme Court of Queensland and the High Court of Australia since 1987. Deputy Commissioner Curtin's practice has been predominately in the jurisdictions of Family Law and Criminal Law. His experience has involved the conduct of circuits in the Cape York Peninsula and Torres Strait region for over 20 years. Deputy Commissioner Curtin is passionate in the pursuit of access to justice services for Indigenous people. He advocates for the advancement of programs to provide better resources and achieve better outcomes for Indigenous people who appear before the courts. Deputy Commissioner Curtin has been involved with the Cape York Peninsula Youth Justice Program and has been a strong advocate for Juvenile Justice issues. His service to the Indigenous communities has been acknowledged as dedicated and compassionate, having an in-depth knowledge of the cultural and social issues of people within those communities. Rod Curtin was appointed to the role of Deputy Commissioner in July 2010.



THE COMMISSION — WHO MAKES UP THE COMMISSION



Registrar Rob White



Rob White was appointed as the Registrar of the Family Responsibilities Commission on 14 November 2011. As the Registrar of the Family Responsibilities

Commission, Rob leads and manages the human resource, administrative, financial and logistic support of the Commission which is based in Cairns. His role enables the Commissioners to exercise their powers effectively and the Family Responsibilities Board to perform its advisory role to the Queensland and Australian Governments.

Rob's passion is rugby league and in particular assisting players to develop their talents. He is the Manager of the Northern Pride Queensland Cup Team and works closely with young Indigenous players, mentoring them in life skills.

Prior to commencing with the Commission Rob was the Department of Justice and Attorney-General (DJAG) Regional Director for Far North Queensland. During his lengthy career with DJAG Rob worked in many centres throughout Queensland including Brisbane, Ipswich, Coolangatta, Weipa, Innisfail, Atherton and Cairns. Rob has travelled extensively throughout Cape York and the Torres Straits over many years, and has worked in various Indigenous Justice programs with Community Justice Groups. He was instrumental in establishing court sittings in Indigenous communities.



The Executive Management Team, Registrar Rob White, Executive Officer (Case Management) Sharon Newcomb, Executive Officer (Management) Alison Kollmorgen and Commissioner Glasgow

SUPPORT STAFF

Local Coordinators

A Local Coordinator has been appointed for each of the CYWR trial communities. The function of the Local Coordinators is to support, at the local level, the efficient and effective operations of the Commission in the CYWR trial community areas.

The Local Coordinators are:

Aurukun:	Ms Dellis Gledhill
Hope Vale:	Mr Raymond Lennox
Coen and Mossman Gorge:	Miss Amy Barden

The Cairns Registry

A central Registry office has been established in Cairns to provide administrative and logistical support to the Commissioners and Local Coordinators in community by ensuring the efficient and effective operation of the Commission. The Cairns Registry is comprised of 18 employees:

- Commissioner
- Registrar
- Executive Officer (Management)
- Executive Officer (Case Management)
- HR and Policy Manager
- IT Support Officer
- Statistical and Research Coordinator
- Finance Officer
- Registry Client Coordinator
- Information Officers
- Case Management Support Officer
- Administration Officer Case Management
- Administration Officer.



LOCAL COMMISSIONERS' YEAR IN REVIEW

Aurukun Local Commissioners' Report

“Bit by bit we can chip away together. Over the past five years we have seen changes in Aurukun for the better, but we still have more work to do. As Local Commissioners we ask you to work with us, walk with us and talk with us. When we achieve one goal we need to set another goal, remain determined and keep moving forward.”

Families in Aurukun lived an ideal lifestyle. The roles of family members were acknowledged according to their positions in their tribe, and families lived together in a communal environment. Inclusive in this were child rearing, cooking, hunting and the culture taught by Elders. Family members knew that if they did not carry out their responsibilities the rest of the family suffered. The men were the hunters and the women were the gatherers, gathering berries, nuts and roots. The strength of these family relationships goes a long way to explain the conservation of a distinct culture that has opposed adaptation in spite of government policies. Aurukun family life has many positive aspects which in most cases prevail over the hardships and the pain. In the past, despite the disadvantages in terms of housing, employment, education and training, our families remained strong. Today the housing situation is starting to sort itself out, our new education system (Direct Instruction) is making a difference and the children are showing promise. We thank Noel Pearson for his foresight and unwavering fight to bring this into our community. The Council is working hard to ensure that as many of our people as possible are employed in diverse areas of employment. An overriding characteristic of family is the sense of kinship - the feeling of family attachment, the ability to rely on each other and the spiritual bonding which helps to strengthen our families.

Over the years we have seen many changes in our communities, and an ongoing concern for us is the loss of tradition and culture. The answers to this concern lie with our Elders who have the knowledge, the understanding and the spirit which can draw us back to our traditional ways. We may live in two worlds, however, it is always the traditional ways we call upon when we are unsure, or in times of need. Elders play an extremely important role in our families as role models, care providers and educators. Their guidance is provided throughout our everyday life and their teachings are often done subconsciously; we follow, we observe and we go on to teach our own families.

During the year we continued to receive visitors and inform people of the work we do within our community. Representatives of the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation visited Coen and Aurukun in November. The representatives were senior women from their communities and decision-makers. In May 2013 we hosted senior executives and company leaders from Jawun Indigenous



LOCAL COMMISSIONERS' YEAR IN REVIEW



Corporate Partnerships, and then we were interviewed for the National Indigenous Television program, 'Awaken'. After the interview, we demonstrated the process of conferencing with an actor as a client. We are hopeful that this will illustrate to everyone the serious and difficult work we perform in our role. We want to pass on our knowledge and experience, but when there is no planning and no appointments made, or letters written in advance, it is very hard for us to be available.

At our Local Commissioner Development Week in Cairns we visited the James Cook University and spoke with the staff and students of the Indigenous Student Support Services. We learned that university was accessible to everyone, not just those with good school records, and that there is plenty of assistance to keep students at university when times get tough. Next we travelled to Mossman Gorge and we were inspired by the commitment of Mr Roy Gibson in getting the Mossman Gorge Centre developed and running for his people and others. The Centre has created jobs, protected the environment and showcased the Indigenous culture without interfering with the daily lives of the community. We were welcomed with a smoking ceremony, and although the rains were coming down the beauty of Mossman Gorge shone through. All the Commissioners were taken on a tour of the hospitality training facility and we learnt of the employment opportunities available for our people. We thank the Mossman Gorge community and the centre for hosting all the Commissioners.

We are battlers and must continue to strive for our community. We must look at the positive and must take responsibility for our future. In doing so we should stop blaming outside people. They may be, or can be, a contributing factor but we must take the responsibility to fight for ourselves. That is why we push our children to get a better education. As we are becoming more educated we are becoming more confident, and we are developing the necessary skills to achieve our dreams. Our families suffer breakdowns; our children get into trouble with the law or don't complete school, and this has to stop. We are doing everything in our power to turn this around, however, everyone has to step up to the plate and take their turn to go forward for the betterment of Aurukun.

As Local Commissioners we look at what we have achieved, praising those in the community who have made improvements in their lives. Commissioner Glasgow at every conference ensures praise is always given to those who deserve it. We encourage the media to publish positive stories on Aurukun. The Government agreed to change the school curriculum at the urging of Noel Pearson, and look at the positive change in our children and their self-esteem. With community support and unity, these things can be achieved. With the extension of one more year we will strive to make more positive changes. We say to everyone in Aurukun that only you can make the change. Stop placing the blame elsewhere and start having a good look at yourself. Go out there and make things happen for the good of the community.

Aurukun Local Commissioners Edgar Kerindun, Doris Poonkamelya, Sarah Wolmby, Ada Woolla, Dorothy Pootchemunka and Vera Koomeeta



Sam Kerindun Snr Business Precinct



LOCAL COMMISSIONERS' YEAR IN REVIEW

Coen Local Commissioners' Report

“We are always walking in two worlds. Sometimes they run together into one and sometimes they become wide apart as our feet go in different directions. Our role as Local Commissioners is to help our community find the best walk, not a swagger and not a limp, but one of an Elder, an educated person and a caring parent all in one. The future can be strong when we walk together, shoulder to shoulder with no-one coming between us or left behind.”

Our community of Coen is unique. We are isolated for half of the year except for the airplanes. We have work for most of our people when the rains allow it, and we care deeply for our children and the education they must receive. Our culture is strong, a mixture of Indigenous ways with that of the stockman and an overriding love of our country. As Local Commissioners we are a mix of traditional and modern living. Commissioner Peter brings the wisdom of the Elders and the hard work of a ringer, whereas Commissioner Liddy is leading the young to secure employment as rangers caring for our country. We work together to guide our community members to make good decisions for themselves and their families. Commissioner Port works for the Australian Red Cross in Cairns, and looks after the social and emotional wellbeing of Indigenous people from the Cape communities when they come to Cairns for medical treatment.

The years of 2012 and 2013 have been good for Coen. There have been big changes with all homes now having tenancy agreements. This has been hard for some of our people and adjustments have had to be made. As Coen is not a discrete community, under the rent rules there is no upper limit, so depending on who is living in the home and who is working, the rent price gets set. This caused lots of community members to get behind in rent, not just because it was a new expense in the budget, but also because there was confusion as to where people were living, and then income from work depended on the season. As Local Commissioners we try to ensure that communication lines are open between the tenants and the housing workers, keeping everyone up to date on each other's circumstances. There have been some bumps, but paying rent is becoming normal. Nobody wants to see evictions and we all need a home to live in, so the answers to the problems need to keep being worked on. The community also received five new houses during the year which are now fully tenanted. The whole community is proud of the new, flash houses and we are supporting the tenants to keep them maintained.

Our children continue to enjoy school and attendance has been good apart from cultural requirements of funerals and sorry business. There have been a few changes in teachers and a new Principal was appointed in 2012, so we are keen to make them welcome in the community and to work together to remind parents and carers of the benefits of regular schooling and the school attendance guidelines. We think sometimes that Coen has been lucky. We have a Wellbeing Centre that has high attendance because community members want to attend, but we realise it is not luck. We know that it is because the people who work there really care about us and most have been there for many years. The Wellbeing Centre and the service providers in Coen are accepted as part of the normal community now. Our clients often go to the service provider before they attend conference and tell us they are going to address their problems. We don't use case plans much anymore because the clients are already engaging.

As Local Commissioners we would like to see more cultural awareness training for new staff in both government agencies and non-government agencies. Most of the people that come to work in our community are well meaning, but few have a good understanding of what it means to work in Coen. They need to understand our Indigenous past, and also our future and what we stand for. We are very disappointed that the Murri Court is no longer operating and think this has had a negative impact on

LOCAL COMMISSIONERS' YEAR IN REVIEW



offenders' views being heard and culture taken into consideration. We know the Coen Justice Group tries to assist the offenders but the Murri Court was much better for them, and we were very impressed with the Murri Court after our visit in Cairns last year.

This year for the Local Commissioner Development Week we spent time with our fellow Commissioners from the other Cape York Welfare Reform trial communities discussing our roles in our communities and the future of the Commission. We don't know what the Commission will look like in the coming years as we are already very different to what we were in the beginning. We all agreed that the biggest issues currently facing our communities are disengaged secondary students, bullying and cyber-bullying. The creation of real jobs and practical training that leads to real work, maintaining housing (especially the new houses), tidy streets and no graffiti, support for those facing court and their families, support for those returning from prison or rehabilitation and their families, and the development of young leaders in community are all ongoing issues within the community.

A summary of the Cape York Welfare Reform Evaluation Report 2012 was presented to the Local Commissioners. We are very impressed that the evaluation found that our presence in community was a positive to the rebuilding of authority and improving of behaviour. As Local Commissioners we were also impressed to see that the statistics backed up what we have seen in Coen. Our community members have persisted to achieve good school attendance and better functioning households. We were disappointed that the Evaluation did not review the quality of the service delivery in some of the other communities, as this has prevented us doing the job as well as we could have.

Another highlight of the Local Commissioner Development Week was the launch of the FRC History by Mr Gordon Dean. The book is called 'Taking Responsibility: Queensland's Family Responsibilities Commission'. The Honourable Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs, Glen Elmes, spoke of the importance of recording how the Commission came about and how it operates. We thank Mr Dean and Commissioner Glasgow for documenting our journey and ensuring it is available for our future generations. We were very proud to have our family and friends present to see our work in print. We would also like to thank our Local Coordinators and the office staff without whom things just would not happen.

As we keep walking on our journey, we continue to face challenges and bridges. Sometimes we need to hold the handrails or take it a bit slower, but we will continue to walk together and ensure the path is there for the future generations.

Coen Commissioners Peter Peter, May Kepple, Garry Port and Elaine Liddy





LOCAL COMMISSIONERS' YEAR IN REVIEW

Hope Vale Local Commissioners' Report

“The love of our people is what led us to become Local Commissioners. We know that sometimes we need to take a tough love approach, and other times we give an open and helping hand. Together, with our clients and community, we have experienced rewards and positive changes, but there are still those who need our tough love and helping hand. Only when we are all moving forward together, will our job be done.”

Our year as Local Commissioners has been full of hard work and the need for ongoing resilience for all who face the challenges of living and working in a remote Indigenous community. Whilst there have been some hard days for us, the rewards of having strong families, good school attendance and our people dealing with their demons has been worthwhile. We are very proud of those that have taken steps to improve themselves and their lives. We know that it is not a short term or easy fix to get on and stay on track. Just as we are Local Commissioners every day in our community, even when we are not in uniform we know that social responsibility for our clients is something they need to work on every day.

One of the greatest roadblocks to achieving unity is the ongoing need for service providers, agencies and the Local Government to work together, support each other and listen to what the community's needs are, not just what their books and manuals tell them, or what they perceive as what someone needs. This year we found the blueprint on how to work with a community in the staff from the JobFind Centre. We commend them on their professionalism and their ability to source practical solutions and engage effectively with community. We hope that many other service providers and agencies will look to them as the example to follow. We wish for all of our service providers to quickly gather full operations to support the work we do as Local Commissioners. We ask that the agencies who fund the providers monitor the work to ensure that suitable services are being provided to meet the needs of our people. We will support service providers, but ask that they fully understand the principles of CYWR and work with us to ensure these principles are being met.

As the functions of the Commission have evolved and we as Local Commissioners assist our clients, there has been a broadening of our interactions with agencies and services. We continue to walk the line between the clients and the agencies, such as Child Safety Services, to ensure there are sufficient carers in our community and those carers are supported and monitored to ensure the child is in a better situation. We are amazed at times at the processes that do not support the carer, do not adequately communicate the needs of the child, or which provide the child with placement options that greatly disadvantage the carer. We encourage Commissioner Carmody and the Queensland Child Protection Commission of Inquiry to find the middle line.



LOCAL COMMISSIONERS' YEAR IN REVIEW



This year we have been disappointed to learn that a high number of our young people are not attending secondary education on a regular basis, or not behaving appropriately in the classroom. It troubles us and our Elders that some behaviour is so bad that other students are missing out on opportunities to learn, and some of our young people are not welcome back at school. Both the students and parents must take responsibility for this and we call upon both to take a stand and seek solutions. As Local Commissioners we know school can be tough and teasing is a real issue, but we also know that school is the answer for a better future. Parents, do not be afraid of tough love. Students, take the opportunity for a future and grab it with both hands.

Those students in primary and secondary school who attend every day and do their homework are to be congratulated. They are the role models of our community. The Local Commissioners were proud to be asked to be the year 7 'Adopt a Class' agency in 2013 and look forward to many birthday cakes.

At the Local Commissioner Development Week in Cairns in May 2013, we were the guests of the AFL Cape York House and all the Commissioners were very impressed at the dedication and commitment of the staff and the students attending. We saw what can be achieved if everyone carries their load and fulfills expectations. The day was rounded off with a visit to the Cairns Botanical Gardens and we extend our thanks to the volunteers who listened to us and asked questions about traditional use of plants and trees. The ability to share our common respect of nature was enlightening.

In May 2013 we were advised the Commission would extend one or perhaps two more years. In the past the stop and start nature of the extensions has held us back in looking at longer term improvements. We would like to work on improving our working relationship with other community agencies such as the Justice Group and the Hope Vale Aboriginal Shire Council in the next two years. We see that prevention is far better than having our community members become clients, especially when it comes to Magistrates Court matters. We would like to build up support for those people released on parole, or returning from imprisonment or rehabilitation. We would like to see more support for our children and their parents and care givers in preparing for boarding school and university. We want to provide the tools and confidence to our children and their parents and care givers to resist cyber bullying and all other forms of bullying. Bullying is a corruption of our children's minds and prevents them from having a positive childhood.

Most of all we, the Commissioners of Hope Vale, want to remind all our people that they are the decision-makers of their future and the possibilities are unlimited if they commit and work hard. In the future we want to be proud Elders surrounded by doctors, lawyers, teachers and managers who are our people, our kin, our family.

Hope Vale Commissioners Brian Cobus, Victor Gibson, Doreen Hart, Ivan Deemal and Erica Deeral





LOCAL COMMISSIONERS' YEAR IN REVIEW

Mossman Gorge Local Commissioners' Report

“We are working as one. We are Murugkal.”

The road to where we are now as Local Commissioners for Mossman Gorge has been long and bumpy with many surprises along the way, however, we now feel as though we are on the home stretch. The Mossman Gorge people are starting to make changes for themselves and for the benefit of the entire community. We feel that this change has come from the push to restore social responsibility within our community.

We know that in the past we have been hard judges of our own successes. This year we are able to see our progress in a more positive light. We have come together to develop a small but dedicated and passionate Commission in Mossman Gorge, with just the three of us ladies. The community has shown their support for us by their conference attendance, and their respect for us by seeking guidance on matters of responsibility. Throughout our conferencing this year we have focused on a number of issues including integration into high school for our year 7 students, re-establishing dry house rules, employment for our young people, saving for the future and restoring authority to our Elders.

The Mossman Gateway Centre has supported our focus of increased employment for our people, and we have ensured that the promotion of employment at the Centre for our people has been a priority. Our children from Mossman Gorge have also experienced a lot of change in the last 12 months with the coming and going of Direct Instruction, and the transition of six children from primary school to high school. We have seen an increase in the support offered by the Cape York Partnerships (CYP) Opportunity Hub with their new central location in the community. We now see clients and other community members utilising their services more frequently.

As Local Commissioners we continue to support our Elders, many of whom continue to benefit from voluntary income management and remain on BasicsCards to assist in their health and wellbeing. We also recognise that although Mossman Gorge has taken many small steps forward this year, we are not without our negatives. We still have a couple of households within Mossman Gorge that like to party and disobey the rules. Importantly, the community now has the confidence to come together and communicate to these households that it's not acceptable behaviour, rather than deferring to outside controls as we did in the past.

Our attendance at the annual Local Commissioner Development Week in Cairns assisted us to gain even further knowledge. This year we learned of further services that can support us in our communities. We were presented information from the Weed It Out project, the Queensland Police Service, Doctor Ernest Hunter and Associate Professor Alan Clough. We were hosted at Gindaja Treatment and Healing Indigenous Corporation, a centre for drug and alcohol rehabilitation in Yarrabah. The variety and depth of information we received during the week has provided us with the knowledge now to go back to our communities and educate and assist our people. We have developed plans which we will now put into action.

Within the last year we have grown and developed the ability to understand what one is good at, and what one is comfortable in addressing. Due to this in-depth understanding of each other's capabilities we are now able to draw on each other's strengths when required, and we understand our weaknesses also. This growth in our relationship has also strengthened the community's perception of us. We believe that they now have an understanding that we are confidently and responsibly guiding our community.

All of the service providers in Mossman Gorge have team leaders to provide advice and guidance to their staff. We are like team leaders for our people, providing them with advice and guidance to restore social responsibility.

Mossman Gorge Commissioners Loretta Spratt, Karen Gibson and Karen Shuan

CLIENT PROFILE



CLIENT PROFILE

I am her Aunty

She is of my blood. I am her Aunty. The Local Commissioners are all her Aunty or Uncle. The Anglo chronology would be my cousin's daughter but she is my daughter. When we commenced our long journey as Local Commissioners over four years ago, I immediately thought of her. She would be one that we would help. She was going nowhere fast and I thought after a few short conferences she would take all the opportunities offered in the Cape York Welfare Reform trial.

She was in trouble from an early age. One minute she was a lively 10 year old running around the neighborhood with my daughters and nieces. The biggest decision of the school holidays was finding which Aunty had cooked the best dinner and they would all converge for the meal, filling the house with laughter, pigtails and big appetites. In almost the flick of a horse's tail she was dropping out of boarding school, running with older boys, drinking, swearing and swaggering around the community with an attitude. Soon she was pregnant, with no work possibilities and very mad at the world and the opportunities that would never be hers.

We all knew she would be a client of ours in the first year of operation. A quick succession of children were born into this dysfunctional household. They rarely attended school, all had behavioural problems, kicking and screaming at discipline and unable to sit still. Child Safety Services started to visit the house on a regular basis. The volatility of the relationship fueled by grog and gunja provided the perfect storm of anger and pity, pitching the young children into a merry-go-round of uncertainty.

When the first notices came through from Education Queensland and Child Safety Services, we said to bring her in. The Local Coordinator tried to serve her the notice to attend. The language was unrepeatable. At the next family event she used even more severe language on us, her

Aunties and Uncles. She was very mad at us. She would not attend, she would not talk to us and, finally we placed the Income Management order on her. We knew we would face the wrath when she did attend. It was horrible. Here was a woman, the child we had all loved, now a mean and nasty adult who deep down we still loved, but we did not like her anymore. She refused our advice. She told us to go away and mind our own business.

At night I would reflect on my own upbringing and how my Elders would have dealt with this situation. I took guidance from that, knowing that it would work as I was the product of that upbringing. Maybe she had some of the same thoughts because she turned up at the next conference. It was tough talking, and some of the words from the Elders came to me and I passed them on.

The change in her was slow; it stopped and started. We were there all the way over years, not just days and weeks. Her relationship is on and off, but her parenting is good most of the time now that the grog and gunja is away from the children. The notices are reducing, but we still see her regularly. The conversations even include achievements of the children in sport and school attendance. She is not perfect, but she is persevering and trying her hardest. This is what we ask.

As Local Commissioners we get asked what we have done to change behaviours and make our clients more socially responsible. What we have done is we have given them permission to change. Some are held back by knowing no other behaviour, whilst some are confined by their peers or have so much anger and angst they are inert. We are here, be it for good or bad. Sometimes we are the excuse to change - "the Commissioners said I must", sometimes it might be to prove us wrong, and other times we just show the love is still there even though the pigtails have gone. She is our blood, we love her, and now she is able to love her children.



REGISTRAR'S YEAR IN REVIEW

From the desk of the Registrar

The Commission has now completed its fifth year of operation in the four welfare reform trial communities of Aurukun, Coen, Hope Vale and Mossman Gorge. As we reflect upon reaching this milestone we marvel at the achievements gained through the tenacity and hard work of the Local Commissioners and Commission staff. The Commission has been a relatively stable environment with regard to its staffing establishment and the retention of its Local Commissioners. This in itself, in my opinion, reflects the value that the people who make up the Commission put on the role we all play in the CYWR trial.

The Cape York Welfare Reform Evaluation Report 2012 (the Evaluation) was released in early 2013. The evaluation was conducted by a number of expert evaluators and encompasses the implementation of the CYWR trial, community views about social change, service delivery, the Family Responsibilities Commission and the outcomes of the trial. The Evaluation concluded that the CYWR trial has been implemented largely as agreed by the three partners, that is, the Australian Government, Queensland Government and the Institute. The Commission has been heartened by the results of the Evaluation. The Evaluation acknowledges the challenging role the Commission has in administering its charter - *"With relatively few resources, the Commission has developed sophisticated mechanisms for administering notices, conferences, decisions, referrals and service provision"*.

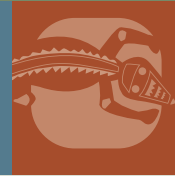
Consistent with prior years the Commission's workload was significant throughout the year, conducting regular conferencing in each of the four welfare reform trial communities. A total of 3,356 notices within jurisdiction were received for the financial year, the outcome of which was 1,686 conferences held, resulting in 339 referrals to service providers and 12.5 percent of clients on case plans as at 30 June 2013. A total of 304 Conditional Income Management orders were issued throughout the same period.

In fulfilling its legislated responsibilities the Commission undertakes progressive reviews of its processes and policies to ensure that it provides a transparent, effective, efficient, healthy and safe working environment. In January 2013 the Commission transitioned its accounting, human resource and payroll functions to 'in house'. The transfer of these processes has resulted in a significant reduction in expenditure from the previous outsourcing arrangement. The committed and diligent work of the Executive Officer (Management), Alison Kollmorgen and her team should be acknowledged in the resultant smooth transition. It indicates the maturity of the Commission and its increased capacity and expertise to successfully manage these functions on its own behalf. The Commission will continue to progressively review and identify areas for operational improvements into the future.

During the latter half of 2012 the Commission continued its partnership with Queensland Corrective Services (QCS) to provide the Ending Family Violence (EFV) Program to the CYWR communities. Subsequent to approval by the FR Board, effective from February 2013 the Commission commenced the delivery of the EFV program utilising its own staff currently servicing the communities, who were appropriately trained to deliver the curriculum. The Commission identifies this as a strategic move to initiate the delivery of community programs by those resident in community, or who have direct links to the community. To date the Commission has conducted programs in Hope Vale and Aurukun with programs scheduled to be delivered in the smaller communities of Coen and Mossman Gorge.

The Commission continues to both seek advice from, and provide support to, a number of core agencies and organisations. It has assisted a number of agencies with the induction of new

REGISTRAR'S YEAR IN REVIEW



employees entering the CYWR trial communities for the first time. It is vital that both Government and non-Government employees have an understanding and appreciation of the Commission - what it does, and just as importantly, what it does not do. Employees are provided with an overview of the Commission and the role of the Local Commissioners and Local Coordinators. I would like to acknowledge the support provided by our tripartite partners in the Australian and Queensland Governments and the Institute. Without their valued advice and guidance the successes of the Commission would have been more difficult to achieve.

The Commission welcomed a number of visitors to its Cairns Registry during the year. Most were parties involved in, or interested in, Indigenous welfare reform who shared their own experiences, and more importantly wished to take away the lessons learned by the Commission over the past five years. Visitors included: the Honourable Glen Elmes, Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs; the Honourable Jack Dempsey, Minister for Police and Community Safety; the Honourable Anne Tolley, the New Zealand Minister for Police and Community Safety; representatives from the NPYWC Aboriginal Corporation; and Mark Miller and Andrew Alderdice of Health Outcomes International.

Our Local Commissioners are regularly asked to meet with a wide variety of high profile people and groups including Government Ministers and departmental Directors, the Crime and Misconduct Commission, Queensland Police Service, CYWR trial consultation team members, local advisory groups and many other parties interested in the welfare reform initiatives. The requests to meet with our Local Commissioners reflect the esteem in which they are held.

In May the Local Commissioners convened in Cairns for a week of training and development. The Commission considers this week crucial to the ongoing commitment to establish leadership and authority in the CYWR trial communities. The Local Commissioners participated in presentations from the Queensland Police Service and in particular from Far North Queensland Drug Squad Detective Sergeant Kevin Goan. The presentation centred on the 'Weed it Out' campaign, a crime prevention initiative run in partnership with James Cook University (JCU) which tackles the issue of cannabis use. The discussion was complemented with presentations from Dr. Ernest Hunter and Associate Professor Alan Clough from JCU, both considered experts in this field. The week also included on-site visits to the newly opened AFL boarding house, Gindaja Rehabilitation Centre, the Indigenous plant section of the Botanical Gardens and the JCU Indigenous Support Services. The Local Commissioners and Commission staff were all traditionally welcomed with a smoking ceremony at the Mossman Gorge Gateway Centre. The welcome was given in the language of the local Kuku Yalangi people. Mossman Gorge Local Commissioner Karen Gibson summed the week up by stating in the farewell, *"We are all here because we have a passion for what we do. It is not just a job"*.

The Local Commissioners have always shown a healthy respect for the Registry staff. The respect is reciprocated with the Registry staff acknowledging the often difficult circumstances the Local Commissioners work within. I can again state that I have always felt welcomed and safe whenever I have been in the communities. This is largely due to the respect the Commission has within communities and to the position our Local Commissioners hold there. They are at the forefront of the CYWR trial, the drivers for social change and have truly demonstrated the appropriate authority and leadership expected in their roles.

In my second year as Registrar of the Commission I continue to consider it a privilege to play a part in Indigenous welfare reform. The Commission is a central plank in the CYWR trial and the Evaluation acknowledges and endorses the strong role the Commission plays. Integral to the Commission and its operations is its valuable staff. Each and every one of the Commission's



REGISTRAR'S YEAR IN REVIEW

staff display a passion and commitment which is exemplary, and their enthusiasm to assist the Local Commissioners in the work they undertake is outstanding. The hard work of my executive team, Sharon Newcomb and Alison Kollmorgen, cannot be understated. Sharon has provided exceptional service to the Commission in the area of case management and stakeholder engagement, whilst Alison has diligently led the financial and operational arm of the Commission. Some staff may move on to other roles outside of the Commission. That is inevitable, and I am confident the experience they have gained from their time with us will stand them in good stead. One year on, and their dedication has not waned. I thank them all sincerely for their endorsement of me personally and professionally.

I wish to acknowledge the support shown by Deputy Commissioner Rod Curtin. I thank him for not only his enthusiasm and commitment to welfare reform, but also for the respect shown to myself, the Local Commissioners and the Commission staff.

Lastly, I wish to acknowledge the invaluable leadership provided by Commissioner David Glasgow. His inspiration is pivotal to the success of the Commission and his passion and dedication to welfare reform is immeasurable. I wish to thank him personally for his encouragement and guidance throughout the year and I look forward to continuing our professional relationship into the future.

I look forward to the Commission continuing its important role in social change in Indigenous communities. With a commitment into 2014 it is vital that the Commission builds on its strengths and continues to lead the way with social reform.

Rob White
Registrar



Commissioner Glasgow, Deputy Commissioner Curtin, Local Coordinators for Aurukun, Coen, Hope Vale and Mossman Gorge and Cairns based Registry staff

CAPE YORK WELFARE REFORM EVALUATION



Cape York Welfare Reform Evaluation

From the commencement of the CYWR trial in 2008, the policy design of the implementation included an evaluation of the trial to be conducted in order to determine whether the four streams of social responsibility, education, economic opportunity and housing were producing the behavioural changes sought. The evaluation was split into two components, the first being an evaluation of the implementation of the Commission, and the second being a final evaluation assessing the effectiveness of the trial. The 'Implementation Review of the Family Responsibilities Commission FINAL REPORT' was released in 2010. The 'Cape York Welfare Reform Evaluation 2012' (the Evaluation) was subsequently released in early 2013.

Evaluation framework

The Evaluation sought to address several key questions in order to determine the effectiveness of the trial:

- had the trial been implemented as agreed
- had social norms and behaviours changed as intended
- had service delivery supported the intended change, and
- had governance arrangements supported the intended change.

The Evaluation was conducted by a number of independent evaluators, each focusing on one or more of the four key questions stated above. Two fundamental difficulties were identified in conducting the evaluation. Firstly, the difficulty of reliably measuring social change was noted which necessitated the acquisition of community 'perception' data, and secondly, it was noted that the restricted timeframe of the Commission did not allow for definitive long-term behavioural change:

"Hence, the conclusions in this chapter about the outcomes of the trial are tempered by the need to be realistic about the extent of change to underlying social norms and behaviours that can be expected within a three to four year timeframe."

The evaluators therefore proposed a more limited goal of assessing "whether the trial has set the foundations for and made progress towards changing social norms and rebuilding the four participating communities".

The Evaluation stated that the Commission formed the centerpiece of the package of policy reforms which comprise the CYWR trial. As such a chapter evaluating the Commission was prepared by the Social Policy Research Centre (SPRC) at the University of NSW, and it is this component of the Evaluation with which this article is concerned. The uniqueness of a social policy trial which relies upon a statutory body as a key component was noted.

Extensive analysis of Commission administrative data was conducted in order to examine a pattern of community interactions with the Commission and outcomes achieved. The data provided a picture of the:

- extent of exposure of the community population to the Commission
- concentration of the types of behaviours leading to interaction with the Commission
- extent of repeated breaches
- acceptance of the Commission's authority and
- the client's participation and response to notices to attend conferences.



CAPE YORK WELFARE REFORM EVALUATION

In addition, outcomes of referrals to services, particularly engagement, impact of income management (by examination of subsequent notices) and impact on school attendance were assessed.

The SPRC analysed Commission operational data in conjunction with information from surveys and interviews to measure outcomes and gain an overview of perceptions of the Commission in the four trial communities. The analysis found that over the first three years of the trial, half of the adult population of the communities had contact with the Commission in relation to notices received for school attendance, housing, child safety and offending dealt with at the Magistrates Court level. Of these, 82 percent were asked to attend a conference with two-thirds of those attending as requested, indicating a high level of acceptance of the authority of the Commission.

The Evaluation revealed that the majority of notices received by the Commission were for Magistrates Court convictions followed closely by school attendance notices. By 2011 the majority of community members dealing with the Commission were existing clients, and new clients accounted for only 10 percent of the total client base. This was reported as an indication that the Commission had reached the majority of the people in the communities who were breaching social obligations.

Evaluation findings

The Evaluation reported that despite the administratively complex environment within which the Commission works, its operations were effective. The Local Commissioners were identified as serving a number of roles within the communities in addition to the stated aims of restoring social norms and local authority, and assisting people to resume primary responsibility for the individuals and families within the communities. The Local Commissioners, who are respected members of their communities, fulfilled additional roles including coordinating services, ensuring that clients received appropriate services which addressed the needs of the client, and on occasion mediating in community disputes.

A social change survey conducted by Colmar Brunton Social Research as part of the Evaluation investigated community perception of what had changed during the years of the trial. Overall 58 percent of those surveyed felt that the community was on the way up. The provision of more services and support in the communities such as MPower, Wellbeing Centres, Pride of Place and Student Education Trusts were common reasons for this perception as were changed attitudes, for example:

- more people trying to be better parents
- more people working and
- more people using services to get help.

Survey respondents in all four welfare reform communities identified an increase in the number of children going to school as among the most significant changes in the three years of the trial. Community members were asked whether life had changed for children in relation to food, physical activity, overall happiness and respect. Almost two-thirds (63 percent) of respondents felt that children were eating healthier food, more than half (54 percent) felt that children were happier than they were three years ago, and 50 percent felt that children were more active.

The survey also noted a high level of support and community acceptance of the Commission's authority. Overall, in excess of half of the community members felt that the Commission was good for the community, and around the same number wanted the Commission to continue to help people. Of the surveyed people who had attended a Commission conference, 66 percent

CAPE YORK WELFARE REFORM EVALUATION



said that the Commission made things better for them and that the community would be a better place within which to live if everyone followed up on their talks with the Commission.

Income management is imposed by the Commissioner as both a sanction and a support. It is sometimes imposed as a last resort when other approaches have failed to result in the changing of a client's behavior, and at other times as an aid to assist those in financial difficulty to manage their finances. The Evaluation reported that income management is used sparingly by the Commission with only 20 percent of clients being income managed at any one time.

One-fifth (20 percent) of community members surveyed had been issued with a BasicsCard at some time. Of those, 78 percent reported that it made their life better. Overall 69 percent of all community members agreed that if people spent their money on things other than rent or food and then cannot pay for rent and food, they should be put on the BasicsCard.

Summary

Whilst detailed assessment of the impacts of the trial are available within the evaluation report, a synopsis of the results indicates clear evidence of improvement in the wellbeing of residents in the four communities, decreasing crime rates, improvement in infrastructure and services, and school attendance rates that have either risen or been maintained. The Evaluation also reported that people seemed happier.

Overall key findings included an increase in school attendance in Aurukun and Mossman Gorge with the change in Aurukun being greater than the change in any other Indigenous community in Queensland. Other key findings were: a decrease in crime rates, in particular a fall in the number of serious assaults in Aurukun; an increase in employment in all four CYWR trial communities; and progress in the normalisation of tenancy with 422 new rental agreements in place.

The Evaluation report states that whilst it is beyond the scope of the report to make recommendations on the future of the Commission, a number of suggestions provided by participants in the consultations were recorded. These included the implementation of a clear exit strategy for the conclusion of the trial or alternatively for transition planning for the next phase. Other suggestions provided by stakeholders included succession planning to hand the Commission over to Local Commissioners on the retirement of the current Commissioner, the extension of the Commission into other communities, increasing its authority in regard to the withholding of benefits and the extension of jurisdiction to include those community members in paid employment.

The Evaluation notes that whilst there can be no quick fixes to rectify issues that have been decades in the making, promising progress over the longer term could be built upon to yield significant results.

"An aspect of the trial's implementation that is worth highlighting is the Family Responsibilities Commission. As the pivotal new institution in the welfare reform framework, the FRC'S effective implementation was crucial to the trial's overall success.

Evaluation activities have confirmed that the FRC continues to function effectively and is a successful element of the trial particularly in relation to the conferencing undertaken by Local Commissioners."



OUR PERFORMANCE — REVIEW OF OPERATIONS

Operational highlights

Throughout the year the Commissioners worked closely with parents and carers to remain focused on school attendance and support for education in the CYWR trial communities. The Commissioners continue to meet with school Principals, Behaviour Officers, Transition Support Services (TSS) Officers, Student Case Managers (SCMs) and Guidance Counsellors to prioritise and emphasise the importance of education and educational outcomes. Commissioners remained committed to their core business under the Act, conferencing with clients notified to the Commission and referring them as required to service providers for assistance. The holistic case management of clients remains a priority for the Commission. The Commissioners note clients are requesting Income Management orders to remain at the end of the initial period imposed by the Commissioners, and the use of VIM as a budgeting tool has increased by 12 from the 2011-2012 financial year. The Commissioners also recognise that a majority of Commission clients have altered their behaviour and attitudes over the past five years. Although these clients may continue to receive notices, many are returning to conference accepting of the issues and willing to discuss matters accordingly. Attending with this attitude, they more readily formulate achievable actions including using Income Management orders to stabilise their situation. There has been considerable attention given to those clients who continue to demonstrate socially unacceptable standards of behaviour with Commissioners seeking strategies to re-engage these individuals with service providers. Although these entrenched individuals present a challenge, the Commissioners emphasise they remain a small cohort of total Commission clients, and those clients who are working hard to improve outcomes and options for their families will continue to receive their active support. The Commission continues to liaise with agencies and service providers to improve processes and procedures in an effort to ensure the best delivery of services to the communities.

School Attendance Rate for 2008-2013 Term 2

School Attendance Data	Prior Methodology					New Methodology	
	Term 2 2008	Term 2 2009	Term 2 2010	Term 2 2011	Term 2 2012	Revised Term 2 2012	Term 2 2013
Aurukun – Overall	37.9%	63.2%	57.7%	70.1%	60.0%	59.8%	67.8%
Aurukun – Primary Sector	44.0%	68.8%	64.7%	73.2%	61.5%	61.3%	63.4%
Aurukun – Secondary Sector	19.8%	40.3%	32.7%	51.5%	17.4%	15.6%	*
Coen	96.8%	93.6%	92.2%	86.6%	88.5%	87.9%	89.3%
Hope Vale	87.6%	86.9%	83.5%	78.6%	78.8%	77.3%	70.2%
Mossman Gorge	60.9%	81.6%	79.1%	79.5%	74.7%	70.0%	84.0%

* Effective from January 2013 Aurukun Secondary Sector schooling transitioned to the Alternative Secondary Pathway (ASP) program facilitated by Western Cape College. No attendance data is shown for Term 2 2013 as DETE advise that the attendance data for the ASP students reflects the engagement of these students in ASP programs and should not be used as an indicator of fulltime attendance.

Note: Caution should be used when examining the percentage changes in attendance for both Coen and Mossman Gorge communities. Both these communities have relatively small numbers of students and a small numerical change can result in a large percentage difference in the overall attendance figures. The transition of Queensland schools to the 'OneSchool' IT system has resulted in a variation in the calculation of student attendance. Effective from January 2013 statistics are being calculated on the attendance history of each student on each day, irrespective of enrolment history. Students with high mobility will now be accurately reflected in student attendance reporting. DETE advise that the student attendance series based on the new methodology is not directly comparable to the prior methodology.

OUR PERFORMANCE — REVIEW OF OPERATIONS



Performance statement

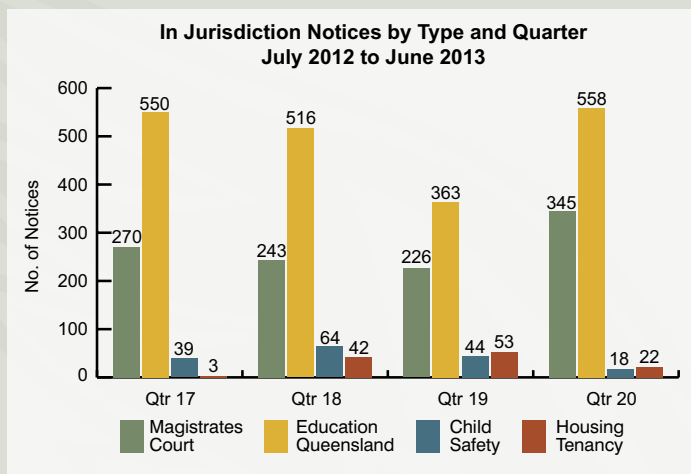
The Commission has developed performance measures to reflect the assigned work of the Commission. These performance measures are used to identify workload and operating results. Our performance measures are directly influenced by the number of notices received from trigger agencies and are also influenced by the internal processes and procedures of those agencies. The number of notices received are therefore difficult to predict and largely out of the Commission's control. Estimates have been based on historical data available to the Commission and our current knowledge of events in the communities. For further information refer to the Queensland State Budget documents.

Performance Measures	2011-2012 Actual Result	2012-2013 Target Estimate	2012-2013 Actual Result
Number of clients subject to agency notices	832	860	847
Number of agency notices received	4,434	5,430	4,778
Number of child safety and welfare notices received	183	135	178
Number of school attendance notices received	1,982	2,630	2,192
Number of school enrolment notices received	0	0	0
Number of housing tenancy notices received	34	35	129
Number of Magistrates Court notices received	2,235	2,630	2,279
Number of notices of conference issued	1,587	1,585	1,686
Number of clients who are on orders to attend support services	189	185	166
Number of client service referrals	465	520	339
Number of clients with conference outcomes recommending no further action	321	320	240
Number of clients subject to Conditional Income Management (CIM)	208	211	268



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Notifications and Conferences by Community



**Graph 1: In jurisdiction notices by type and quarter
1 July 2012 to 30 June 2013.**

From 1 July 2012 to 30 June 2013, the Commission received a total of 4778 agency notices of which 3356 were in jurisdiction.

This comprises:

- 1084 Magistrates Court notices
- 1987 School Attendance notices
- 165 Child Safety and Welfare notices
- 120 Housing Tenancy notices

1422 notices were not within jurisdiction. This comprises:

- 1195 Magistrates Court notices
- 205 School Attendance notices
- 13 Child Safety and Welfare notices
- 9 Housing Tenancy notices

1686 conferences were held in the period.

Aurukun

Aurukun accounted for 1681 notices, 50.10 percent of the total notices that were in jurisdiction, comprising:

- 490 Magistrates Court notices
- 1089 School Attendance notices
- 64 Child Safety and Welfare notices
- 38 Housing Tenancy notices

103 Magistrates Court notices, 51 School Attendance notices and 1 Child Safety and Welfare notice were processed as not within jurisdiction.

947 conferences were held in Aurukun.

Coen

Coen accounted for 231 notices, 6.88 percent of the total notices that were in jurisdiction, comprising:

- 47 Magistrates Court notices
- 119 School Attendance notices
- 16 Child Safety and Welfare notices
- 49 Housing Tenancy notices

4 Magistrates Court notices, 49 School Attendance notices and 6 Housing Tenancy notices were processed as not within jurisdiction.

117 conferences were held in Coen.

Hope Vale

Hope Vale accounted for 1165 notices, 34.71 percent of the total notices that were in jurisdiction, comprising:

- 380 Magistrates Court notices
- 699 School Attendance notices
- 71 Child Safety and Welfare notices
- 15 Housing Tenancy notices

107 Magistrates Court notices, 103 School Attendance notices and 7 Child Safety and Welfare notices were processed as not within jurisdiction.

414 conferences were held in Hope Vale.

Mossman Gorge

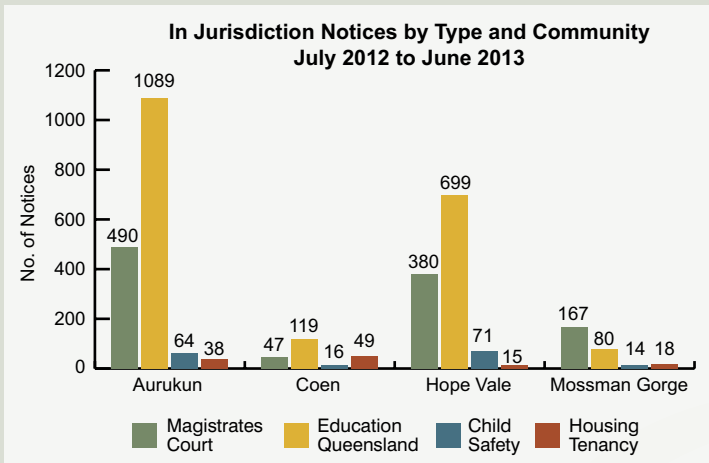
Mossman Gorge accounts for 279 notices, 8.31 percent of the total notices that were in jurisdiction, comprising:

- 167 Magistrates Court notices
- 80 School Attendance notices
- 14 Child Safety and Welfare notices
- 18 Housing Tenancy notices

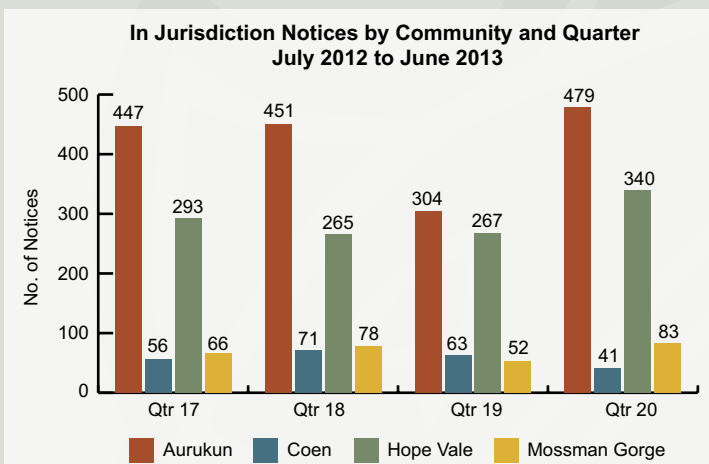
981 Magistrates Court notices, 2 School Attendance notices, 5 Child Safety and Welfare notices and 3 Housing and Tenancy notices were processed as not within jurisdiction.

208 conferences were held in Mossman Gorge.

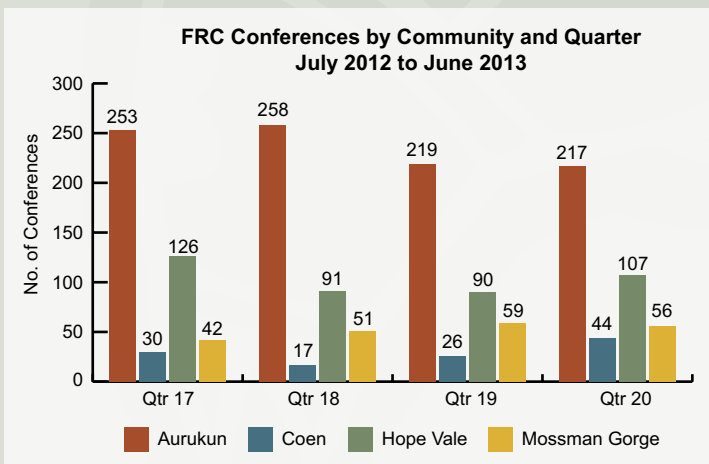
OUR PERFORMANCE — REVIEW OF OPERATIONS



Graph 2: In jurisdiction notices by type and community 1 July 2012 to 30 June 2013.

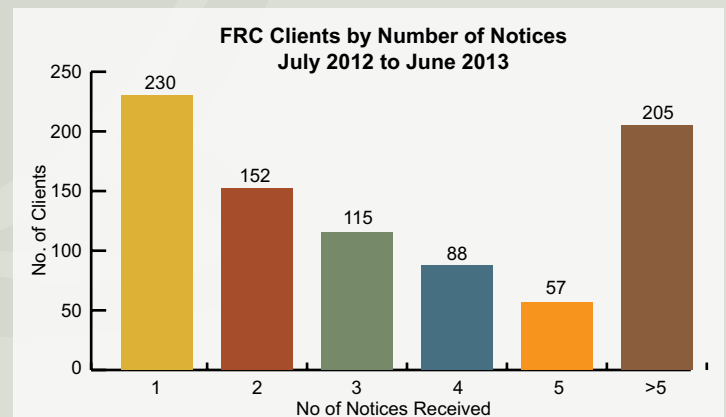


Graph 3: In jurisdiction notices by community and quarter 1 July 2012 to 30 June 2013.



Graph 4: FRC conferences by community and quarter 1 July 2012 to 30 June 2013.

In its fifth year of operation the Commission has developed a comprehensive client knowledge base from which the Commission manages, refers, reviews and provides ongoing support and assistance. From 1 July 2012 to 30 June 2013, 24.2 percent of the Commission's clients received more than five notices. This reflects clients with multiple school absences for one child, or multiple Magistrates Court notices relating to one incident. This statistic also reflects those clients with complex needs who require long term engagement and assistance. The Commissioners continue to work with clients outside the conferencing process, adapting to the changing circumstances experienced by clients and the varying levels of assistance required. Some clients require extensive conferencing and the need for specialised and intensive services and programs whilst others require conferencing on a more ad hoc basis. One of the greatest challenges is ensuring support remains available for clients as circumstances change. This support may only be encouraging words, and other times may be providing access to services such as rehabilitation. The Commissioners report that the reduction in funding for preventative health and social wellbeing services in remote communities has impacted on clients remaining stable, and that the short term program approach to support services can be detrimental to the long term interests of clients. The Commissioners are keen to support consistent and long term programs and services in order to build the capacity and resilience of clients.



Graph 5: FRC clients by number of notices 1 July 2012 to 30 June 2013.

Note: Counting rules are that an agency notice is counted on the basis of number of 'clients' on the notice. For example a Child Safety and Welfare notice relating to two parents is counted as two notices. Where multiple notices are received each notice is counted individually and each child's absence is counted individually. For example, if three children from one family were absent on one day that is counted as three individual notices.



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Referrals

From 1 July 2012 to 30 June 2013, 339 referrals were made to service providers.

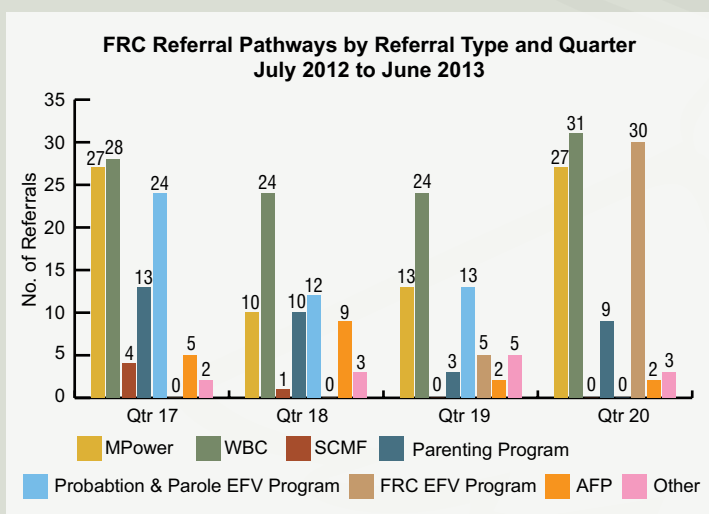
The Commission's referral options are the SCMF, WBCs, EFV program, AFP Framework, MPower money management program and the Parenting Program. Service providers have advised all services and programs were fully operational and functional during this financial year. The Commission notes that services were closed at times during the year due to staff availability, violence in the community and unpredictable weather. The Commissioners see value in developing community based solutions to ensuring service providers are accessible especially during peak times such as Christmas and Easter breaks. Since the commencement of the Commission in 2008 over 51 percent of clients have been referred to service providers. The Commissioners continue to seek feedback and information sessions from community service providers in regard to their programs and service delivery. Increased communication has provided the Commissioners with the knowledge to ensure that the most appropriate and effective referrals are made for their clients. The Commission encourages service providers to adapt their service delivery to the needs of each community and revise programs and service delivery as required to meet those needs.

Conditional Income Management

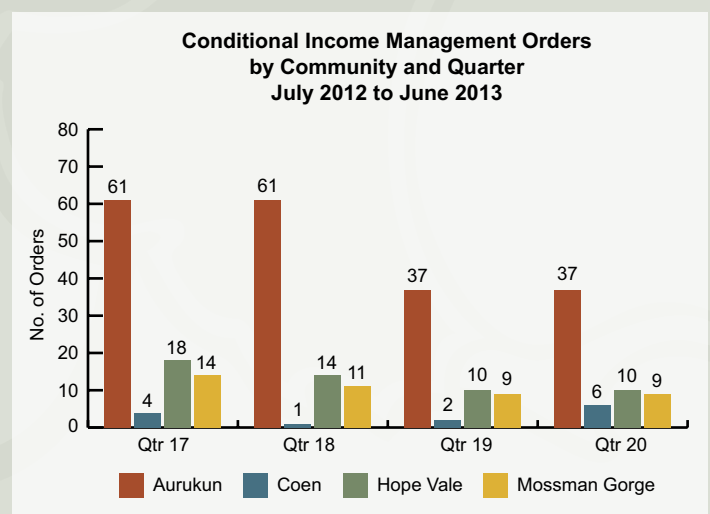
From 1 July 2012 to 30 June 2013, 304 CIM orders were issued to 268 clients. The majority of orders undertaken this year were extensions to current orders due to client non-compliance with case plans. The Commissioners have noted that enacting Income Management orders on clients who fail to appear for their second scheduled conference is effective at gaining the client's attention, however, the process is not always successful in engaging the client in conference. The Commissioners report, however, that the majority of conference sittings with an Income Managed client are positive and productive in addressing the concerns that have brought them before the Commission. Continuing Income Management ensures that clients attend and engage actively in conferences and receive the support they require in order to complete their case plan.

Significantly, the Commissioners report that clients still utilise VIM for financial management and protection from family. The reduction in available cash is a deterrent to those constantly pressuring individuals for cash on Centrelink paydays.

Since the commencement of the Commission 59 community members have requested income management on a voluntary basis. Furthermore, the clients that are on VIM are requesting to be extended at the end of their current orders.



Graph 6: FRC referral pathways by referral type and quarter 1 July 2012 to 30 June 2013.



Graph 7: Conditional Income Management orders by community and quarter 1 July 2012 to 30 June 2013.

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Case Management

As at 30 June 2013, 183 clients were being case managed through active case plans. The Commissioners report that the initial personal encouragement and advice on the referred programs has become an important part of the conference process when placing a client on a new case plan. This initial information exchange with the client is potentially their first introduction to the referral program and enables an understanding of the benefits that could arise if the client does attend and engage.

The Commission continues to hold discussions with service providers on the need for improved engagement strategies with clients. The Commissioners have extended invitations to the service providers to attend conference sittings in order to engage with the clients throughout their case plans. The Commissioners have also continued to provide support to the service providers on alternative engagement strategies in order to improve client attendance, however, the lack of continuity of service provider staff remains a barrier to service provision in community.

The SCMF, WBCs, Parenting Program and MPower have been operational in the four communities for the full year. The opportunity hubs in Aurukun, Hope Vale and Mossman Gorge have joined Coen in becoming well established centres in the past year, developing a clearly supportive relationship with the community. The easily accessible central buildings have enhanced their status and developed a one stop shop for service delivery. This approach has streamlined clients understanding of the support mechanisms within their communities. A concern raised by the Commissioners is the lack of understanding of clients prior to being ordered to attend the Opportunity Hub for a program. The Commissioners would like to see service provider staff in the community more often, taking a proactive approach to service delivery.

The WBCs in the past year have continued to lack continuity within their service delivery and management of support programs. The Commissioners report that clients have started to develop an understanding of what can be expected

from engagement with the WBCs, however, they are frustrated with the frequency of change within the programs. The Commissioners also understand the potential benefits to their clients offered by the WBCs, however they continue to question the lack of progress in client engagement and retention.

In the first part of this financial year the Commission continued its partnership with QCS to provide the EFV Program to the CYWR trial communities. The EFV program assists offenders to deal with their behaviour which has previously resulted in family violence. In February 2013 the Commission commenced the delivery of the EFV program utilising its own staff. The Commission identifies this as a strategic move in its case management delivery to the communities.

Effective from March 2013 the Commission has served 47 clients and held 7 programs. A total of 19 people have successfully completed the program.

The focus of the Commission is to promote the interests, rights and wellbeing of children and other vulnerable persons living in the CYWR trial communities but the lack of child and youth centric support services and coordinated agencies has continued to impede the implementation of the Commission's objectives. The Commissioners report that the WBCs still lack the capacity to provide counsellors able to address children's needs, and that this identified referral pathway to accessing Child and Youth Mental Health Services is impeding on children gaining the correct measures of support.

The Commissioners of Aurukun and Hope Vale have identified a large number of youths within their communities who are either disengaged from their schooling options or not enrolled. The Commissioners have identified that a large proportion of these students are those that have returned from boarding school and have not successfully reintegrated back into their community, whether it be within their schooling or their social network. The Commission has continued to work holistically with various services, in particular TSS and local school Principals, in order to re-establish the enrolment status of these youths and assist parents and carers to ensure they enrol and attend the local school on a daily basis.



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Active Family Pathways

A reviewed AFP framework has been implemented within all CYWR trial communities, and has evidentially provided the program to a broader range of clients.

From 1 July 2012 to 30 June 2013 the Commission assisted 41 clients under the AFP framework and a total of 112 clients have been assisted within the AFP framework since its commencement in November 2010.

The target group identified by the Commissioners for AFP conferencing prioritises young parents brought before the Commission for school attendance and child safety concerns. The Commissioners have also identified a need for young male offenders to be supported through the AFP program upon their return to community from prison. The take-up on voluntary client assistance has been minimal and has predominately been utilised by clients with issues surrounding their housing needs. Clients utilising the third level of assistance for their immediate needs is quite large and the range of service is from State Penalties Enforcement Registry fine consolidation to organising communications with correctional centres.

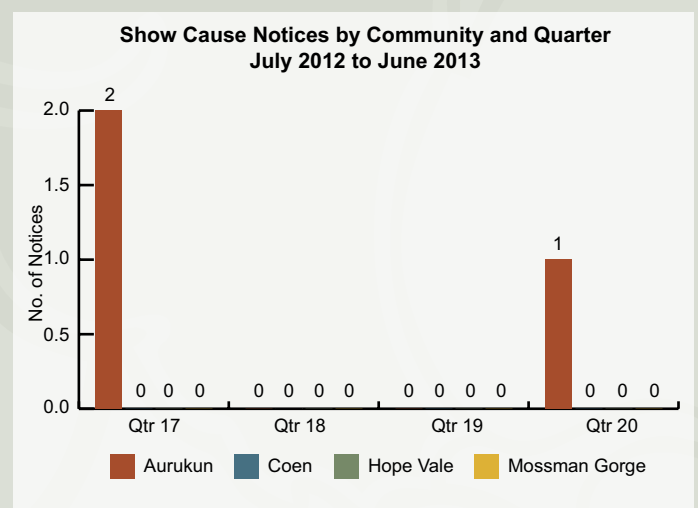
The Commissioners have indicated that they have seen definitive results from the AFP program and state that clients have become more aware of the services that are available to them and how to best utilise them for their own advantage. The AFPSO work completed within Mossman Gorge has also increased service provider communication and initiated a collaborative holistic approach to service delivery. The development of a community based school case coordination meeting was developed and implemented, and continues to operate successfully.

Show Cause Notices

Show Cause recommendations continue to be assessed on a case by case basis by the Commissioners. The preliminary assessment reviews the attendance, engagement and progress of the client from the service providers' monthly progress reports and requested summary reports. Upon review of the client's compliance with the case plan, the Commissioners then request an update on the client's current income management status. It is upon this review that the Commissioners may make a recommendation not to proceed to conference if the client is already on an existing Income Management order with a substantial amount of time remaining. In this case the Commissioners have determined that as the client will continue with income management he/she can be reviewed through the six and ten month income management reviews. The client may also then continue to be conferenced throughout this period should new notices be received.

From 1 July 2012 to 30 June 2013, 3 Show Cause hearings were held. These matters resulted in:

- 2 Clients received Income Management orders
- 1 Client received an Income Management order and ordered to comply with a case plan.



Graph 8: Show Cause Notices by community and quarter 1 July 2012 to 30 June 2013.

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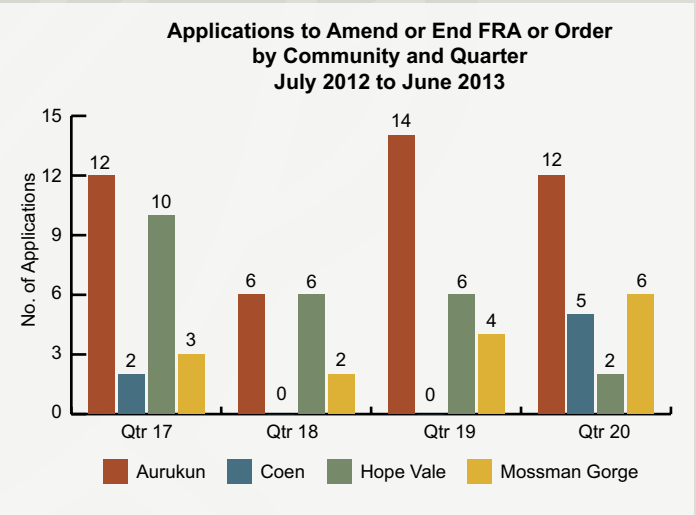
Amend or End Applications

The Act invites clients to apply for an amend or end of a Commission order or agreement. The Commissioners have received a growing number of applications each year and report a positive attitude in the clients approach to amend or end conferences. The majority of clients attending amend or end conferences appear with an informed understanding of how the conference will run and what is expected of them. Furthermore, the aggravated client attending amend or end conferences unprepared and un-expecting has also shown signs of decline owing to a growing awareness of Commission procedures and the overriding respect with which the Commissioners are regarded in the community.

The Commissioners consider a number of options when determining the outcome of applications, including varying case plans, amending the Income Management percentage or ending the order or agreement. The Commission views the number of applications to amend or end agreements or orders as an indicator of client confidence in the Commission to provide a fair, just and equitable process.

From 1 July 2012 to 30 June 2013 a total of 90 Applications to Amend or End an FRA or Order were received. The applications resulted in:

- 43 Income Management agreements and orders revoked
- 28 Applications dismissed
- 3 Applications dismissed and the client ordered to comply with a case plan
- 2 Conditional Income Management order percentage reduced from 75 percent to 60 percent
- 1 Application dismissed and Conditional Income Management extended
- 1 Application dismissed and client given a warning
- 10 Applications received at the end of the financial year decisions pending
- 2 Applications rescheduled for the 2013-2014 financial year.



Graph 9: Applications to Amend or End FRA or Order by community and quarter 1 July 2012 to 30 June 2013.

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Financial summary

This financial overview is a summary of the financial performance and position of the Commission.

The Commission's financial reporting framework

A comprehensive set of 2012-13 financial statements covering all aspects of the Commission's activities commences on page 69. These statements include explanatory notes and comparative figures for 2011-12.

Internal audits are performed by the Executive Officer (Management) to ensure efficiency and economy of systems and to identify financial, operational and business continuity risks. Audit results are duly reported to the EMT to determine whether any remedial actions are required and to establish compliance with statutory requirements and best practice.

Administering department

Effective from 3 April 2012 the Commission has been operating under the stewardship of the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs.

Operating result

The operating result for 2012-13 was a deficit of \$0.004 million.

Income statement

Income Statement	30 Jun 2013 \$,000	30 Jun 2012 \$,000
Income	3,510	4,004
Less: Operating expenses	3,514	4,225
Net result for financial year – surplus/(deficit)	(4)	(221)

Income for the year was comprised of Queensland Government funding of \$1.8 million for operations and \$0.049 million for delivery of the EFV program, Australian Government funding of \$1.5 million, \$0.030 million in bank interest and \$0.086 million received in other expense recoveries.

Expenses

Expenses by type	30 Jun 2013 \$,000	30 Jun 2012 \$,000
Employee expenses	2,431	2,749
Supplies and services	1,035	1,328
Grants and subsidies	–	–
Depreciation and amortisation	11	102
Other expenses	37	46
Total	3,514	4,225

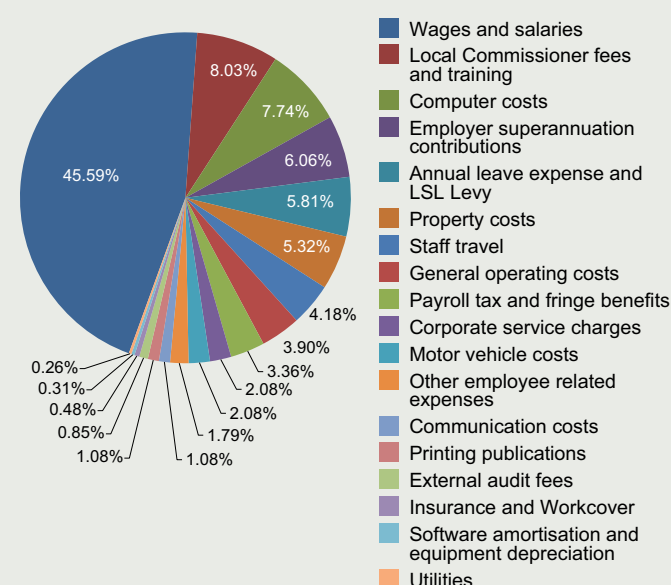
Employment expenses in 2011-12 were inflated by a payroll tax debt and penalties of \$0.188 million. In 2012-13 employee expenses reduced mostly due to a decrease in staff.

Supplies and services expenditure decreased in 2012-13 due the ongoing effects of cost saving measures implemented in 2011-12. Further cost saving measures were implemented in the current year including bringing the HR function and the processing of accounts and payroll in-house in January 2013, resulting in a direct cost saving of \$0.112 million.

The depreciation and amortisation of non-current assets was accelerated due to the limited remaining life of the Commission. At 30 June 2013 assets belonging to all categories have been fully depreciated or amortised.

Other expenses decreased due to reduced audit fees.

Total Operating Costs by Category 2012-2013



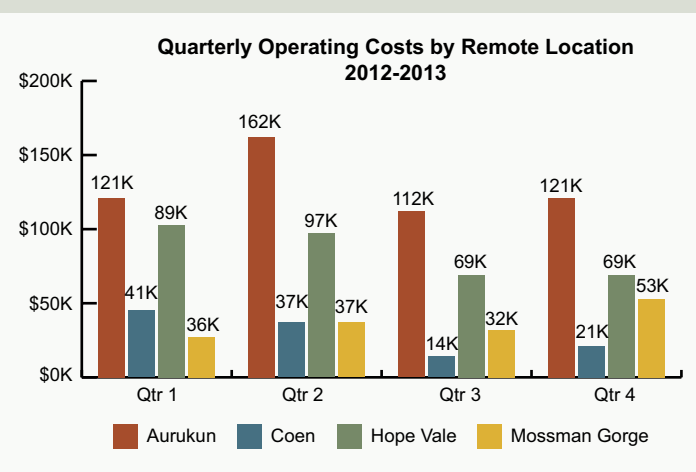
Graph 10: Expenses by category and percentage of total expenditure 1 July 2012 to 30 June 2013

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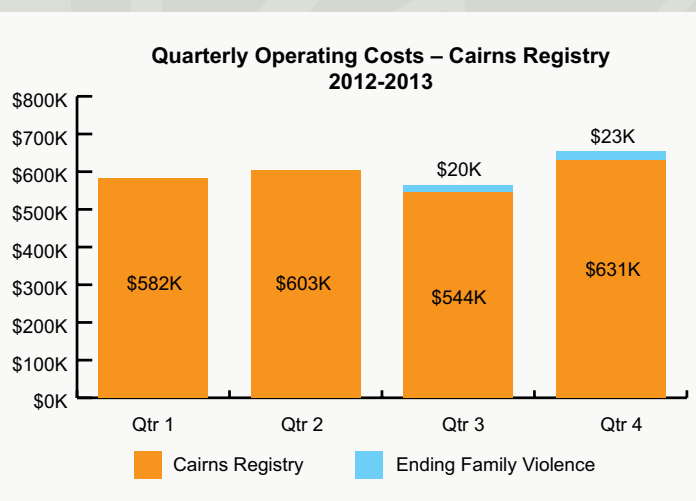


Cairns Registry and remote location expenditure

Regional operational expenditure includes employee expenses for the Local Coordinators and Local Commissioner fees and training of \$638,481.



Graph 11: Operating costs by remote location, 1 July 2012 to 30 June 2013



Graph 12: Quarterly operating costs, Cairns Registry 1 July 2012 to 30 June 2013

Statement of Financial Position

Total assets at 30 June 2013 consisted of current assets of cash and receivables.

Total liabilities as at 30 June 2013 consisted of payables and accrued employee benefits.

Statement of Financial Position	30 Jun 2013 \$,000	30 Jun 2012 \$,000
Current assets	1,355	1,565
Non-current assets	–	11
Total assets	1,355	1,576
Current liabilities	322	539
Total liabilities	322	539
Net assets	1,033	1,037
Retained equity	1,033	1,037

Cash flow statement

The cash flow statement shows the nature and amount of the Commission's cash inflows and outflows from all activities.

Cash Flow Statement	30 Jun 2013 \$,000	30 Jun 2012 \$,000
Operating activities	(217)	596
Investing activities	–	(28)
Net increase (decrease) in cash held	(217)	568
Cash at beginning of financial year	1,542	974
Cash at end of financial year	1,325	1,542



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Budget to Actual Comparative Statement of Financial Position for the year ended 30 June 2013

		Original Budget	Actual 2012-2013	Variance Budget to Actual
	Notes	\$000	\$000	\$000
Current Assets				
Cash and cash equivalents	1	177	1,325	1,148
Receivables		10	3	(7)
Other	2	10	27	17
Total Current Assets		197	1,355	1,158
Non Current Assets				
Intangible assets	3	-	-	-
Property, plant and equipment	4	-	-	-
Total Non Current Assets		-	-	-
Total Assets		197	1,355	1,158
Current Liabilities				
Payables		100	105	5
Accrued employee benefits		200	217	17
Total Current Liabilities		300	322	22
Total Liabilities		300	322	22
Net Assets		(103)	1,033	1,136
Equity				
Accumulated surplus		(103)	1,033	1,136
Total Equity		(103)	1,033	1,136

Explanatory notes for the Budget to Actual Comparative Statement of Financial Position

1 Cash and cash equivalents

Cash at bank balance increased at the end of the 2012-13 year due to carried over cash surplus, additional revenue and decreased expenditure.

2 Other current assets

Other current assets increased due to an increase in prepayments and bonds on leased properties.

3 Intangible assets

The Client Relationship Management system constituted the only intangible asset. It was fully amortised prior to the 2012-13 year due to the limited lifespan of the Commission and its negligible value after the cessation of the Commission.

4 Property, plant and equipment

Property, plant and equipment have been fully depreciated. It consists of office furniture, equipment and computer hardware.

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Budget to Actual Comparative Statement of Comprehensive Income for the year ended 30 June 2013

		Original Budget	Actual 2012-2013	Variance Budget to Actual
	Notes	\$000	\$000	\$000
Income from Continuing Operations				
Revenue				
Grants and other contributions	1	3,300	3,349	49
Other revenue	2	54	161	107
Total Income from Continuing Operations		3,354	3,510	156
Expenses from Continuing Operations				
Employee expenses	3	3,019	2,431	(588)
Supplies and services	4	1,411	1,034	(377)
Grants and subsidies		-	-	-
Depreciation and amortisation		12	11	(1)
Other expenses	5	44	38	(6)
Total Expenses from Continuing Operations		4,486	3,514	(972)
Operating Result from Continuing Operations		(1,132)	(4)	1,128
Total Other Comprehensive Income		-	-	-
Total Comprehensive Income		(1,132)	(4)	1,128

Explanatory notes for the Budget to Actual Comparative Statement of Comprehensive Income

1 Grants and other contributions

Grants and other contributions increased due to additional funding of \$0.049 million received from the Queensland State Government to provide the EFV program to the CYWR trial communities in 2013.

2 Other revenue

Other revenue increased due to an ATO GST refund of \$0.074 million and the OSR forgiving penalties of \$0.044 million on a payroll tax debt. Provision was made in 2011-12 of \$0.188 million for a debt to OSR relating to payroll tax and consisted of debt, fines and penalties.

3 Employee expenses

In 2011-12 employee expenses were inflated by \$0.188 million in relation to a current and prior year debt to OSR for payroll tax, fines and penalties. In 2012-13 employee expenses further decreased largely due to the freeze on Queensland Public Service wages, a decrease in the number of employees and minimal backfilling of positions when leave was taken.

3 Continued

In addition high costs were budgeted for the replacement of key personnel however these staff changes did not eventuate.

4 Supplies and services

Supplies and services decreased as a result of cost reducing measures initiated in 2011-12 and the resultant flow-on effects into 2012-13 and through current cost reducing measures. Of particular note is that the accounts and payroll processing activities were bought in-house mid-year which has resulted in a saving of \$0.112 million in 2012-13 and will equate to a saving in excess of \$0.220 million in 2013-14. Other cost reducing measures implemented in 2012-13 include, but are not limited to, decreased expenditure in the areas of motor vehicles, staff travel and VIP and other visitor expenditure.

5 Other expenses

Other expenses decreased due to the external audit being conducted locally.



CHALLENGES AND OUTLOOK

Challenges

Community expectations

The Cape York Welfare Reform Evaluation 2012 (the Evaluation) sought to evaluate the successes thus far of the CYWR trial, and in so doing, researched community opinion in the four CYWR trial communities. Community opinion is derived from what expectations the community had and continue to have of the Commission and the trial generally. Aside from the outcomes delivered by the Evaluation which reflected that the communities felt their situation was improving because people were making an effort to improve, that leadership in the communities was strengthening, that the BasicsCard had a positive impact upon children's wellbeing, and that the Commission had made inroads into school attendance, the community also quite rightly expressed an expectation that the Commission would continue to deal with disengaged community members. Many of these disengaged community members have thus far demonstrated entrenched dysfunctional behaviours despite the efforts of the Local Commissioners. The Commission's challenge has been to develop new strategies and initiatives to aid in re-engaging these community members. The Commission has proffered draft initiatives to the Australian and Queensland Governments in an effort to reflect and meet changing community values and to augment its work into the future.

The Queensland Government is presently conducting a review into the Alcohol Management Plans (AMPs) operating in 19 discrete Indigenous communities across 15 Local Government Areas. The Review's paramount consideration is the safety of community residents, particularly women and children. The Review will also consider the need to increase school attendance and reduce child protection notifications. Each community has been asked to develop a community proposal which outlines its preferred way of managing alcohol misuse and alcohol-related harm. Councils and Community Justice Groups have been asked to work together with other key stakeholders, including the Local Commissioners, to develop their community proposals. Developing a community proposal will be a challenge, and the Commission is anticipating it will play an active role in supporting the Local Commissioners working with other community leaders and stakeholders to develop community proposals.

A notable challenge reported in our 2011-12 Annual Report was the increase in online social networking amongst children and adults. The pervasiveness of social networking continues to concern the Local Commissioners as, although having many positives, social networking also has many negatives - notably cyber-bullying and harassment. Cyber-bullying behaviour takes several forms which include publicising private instant messages, text messages or emails, posting threatening messages, posting photos that will cause embarrassment and spreading rumours. Community families, like many families throughout mainstream Australia, who are already struggling to improve the attitude of their children toward schoolwork, now find they are facing the additional challenge of diverting children from social networking sites so they can spend valuable time on their homework.

Education

School attendance statistics provided by the Department of Education, Training and Employment since the commencement of the CYWR trial illustrate that school attendance for the 2012-2013 fiscal year has remained relatively stable. The Local Commissioners in conjunction with the SCMs continue to support and assist families and students to address absences related to various factors including funerals, public holiday periods and sporting events.

CHALLENGES AND OUTLOOK



CYAAA operates in Aurukun, Coen and Hope Vale in a partnership with Education Queensland. The Academy's purpose is to assist Cape York children to achieve academic results consistent with mainstream school students, whilst nurturing cultural identity and values. The drive is to develop the student's capacity to successfully transition to secondary school, train for employment and prosper at tertiary education where desired. The CYAAA curriculum teaches mainstream English literacy and numeracy utilising a Direct Instruction method. Direct Instruction identifies and specifically targets each child's academic level. Weekly testing is conducted to ensure children have mastered the required level before progressing further. CYAAA report significant progress in literacy and numeracy achievements:

"The evidence to date indicates that there have been clear improvements in student learning, engagement and behaviour in the CYAAA campuses. While it is still too early for a definitive analysis, externally benchmarked reading tests administered in the schools demonstrate early patterns of improvement across several cohorts."

Some mainstream secondary boarding schools report that the Academy students are doing exceptionally well, while others acknowledge that a number of students are not yet at mainstream primary school standards. In view of the fact that the Academy commenced in Aurukun and Coen in 2010, and subsequently in Hope Vale in 2011, it can be expected that a true measure of the Academy's success will not be evident until students currently in years 3 or 4 have transitioned to year 7.

Administrative challenges

The Commission has been constrained by legislative timeframes since its commencement in 2008. The nature of its impermanence has in the past created its own administrative challenges. In the fifth year of operation with only a committed one year extension, and having already established a continual improvement process in all aspects of operational management, there is no perceived advantage to varying current processes. The Commission will continue to monitor its operational frameworks to achieve best practice and responsive strategies.

Changes of key staff in the Cape York Welfare Reform trial communities

The Local Commissioners have proven themselves to be successful both personally and professionally in their communities. Many of the Local Commissioners are Elders, some of whom work full-time, and some who look after extended families. Their dedication is evident in circumstances where they live their lives in the communities in which they have made recommendations and decisions about their friends, neighbours, and in many cases their families. The Commission has identified a clear need to recruit another generation of leaders into the CYWR trial, to expand upon the age and gender demographic, sustain the momentum and passion for reform and ensure innovative solutions. The youth of the CYWR trial communities require relevant role models to support, lead and inspire them to engage in mainstream society. The challenge remains, with only a defined extension until January 2015, to identify and nurture new leaders with a passion to continue the work of welfare reform. The challenge of identifying and recruiting future Local Commissioners is further complicated by the heavy demand placed by others in the community on these few select individuals who have demonstrated their ability and willingness to step forward and actively participate in a vision for the future.



CHALLENGES AND OUTLOOK

Outlook

Future of the Cape York Welfare Reform trial communities

The outlook for the Commission rests strongly with its ability to shape its service delivery to meet the ever changing needs of the communities. As with mainstream communities, the CYWR trial communities live in a rapidly changing world. To meet the fluctuating needs of society, it is necessary to discern what has worked in the past, what has not worked, and importantly what is possible; to expand the boundaries and open new doors.



Noel Pearson addressing the Local Commissioners at the Local Commissioner Development Week in May 2013

Of particular importance to the outlook of the CYWR trial communities is the need to re-engage secondary school students in education. The communities of Aurukun and Hope Vale report a significant number of disengaged youth of high school age who have returned to community but have not re-enrolled in school. They participate in dysfunctional behaviour which is largely due to boredom. These youth feel disengaged from mainstream society and also from their own communities. The Local Commissioners wish to engage more effectively with these students, to encourage their education, divert them to vocational education if practical, and otherwise strengthen partnerships with boarding schools and transition organisations.

The Local Commissioners have further expressed a desire to expand their community assistance to offer real support to parents with ABSTUDY preparation so that students are prepared practically and psychologically for boarding schools, to offer support to graduating students in their transition to employment by providing connections to work experience opportunities and to source vocational training opportunities to make youth work-ready in the real world.

The future of the CYWR trial communities is enmeshed with its fluctuating populations. Juveniles commit crimes and are sent out of community. The majority of property damage, for instance, is caused by disaffected youth in the communities, yet the Commission is unable to act upon Children's Court convictions. A notification to the Commission for juveniles convicted or cautioned by the police would allow the Local Commissioners to effect early intervention. Adults likewise commit crimes and are sent to jail, only to return to a community ill-prepared to offer any assistance with their rehabilitation. The Local Commissioners would like to be able to assist those community members released from jail with their integration back into the community.

The Local Commissioners are witnessing a shift in community values and its resultant needs. New questions arise as to what is best for their communities and a holistic approach to provide services outside of the legislative framework of the Commission is sought to galvanise upon the momentum of welfare reform.

ENDING FAMILY VIOLENCE PROGRAM — CLIENT CASE STUDY



A CLIENT'S STORY

In February 2013 the Commission commenced a Memorandum of Understanding with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs to deliver the Ending Family Violence (EFV) program in the four CYWR trial communities. QCS provided the program to the Commission and supported the training of staff. The EFV program focuses on attendees discussing the personal barriers and social challenges that contribute to violence, especially relating to family members. The three day program is tailored to each community and is supported by the Commissioners, community and employers. A recent participant tells his story:

I have two little girls. They came along quickly after I got together with my partner. We have another on the way and I hope it is a boy this time. For many years I was not a good father, partner or role model to my children. I would get very angry and just want to hit something. Sometimes it was my partner, sometimes it was the wall and sometimes I picked fights with other blokes knowing I could never win. I knew my behaviour was causing my partner to be upset with me all the time. She threatened to leave and take the girls, but this just made me angrier and we would start all over again with yelling and fighting. When I felt the new baby in her belly I thought I have to change. I will be a father of three and I want all three to be smart and go to school and get jobs. I know they need a good home to do this.

I talked to the Commissioners at the next conference I attended. They said if I want to change I need to work hard and a good start would be the Ending Family Violence program. I agreed to turn up the next time it was held in the community. I was a bit quiet in the beginning even though they wanted me to talk a lot, but I quickly began to enjoy it. We discussed family and told stories about ourselves, our past and long ago. I thought it would be really negative, but it was positive talk about what I value, what is important to me and how I make decisions every day that impact on my family. I encouraged the other attendees to tell their stories and kept asking questions. I was not made to feel bad or stupid and I learnt that I need to take responsibility for my actions, not to blame others.

I am a better man, a better partner and a better father now. I think first and act later, not the other way around. I still get mad and yell sometimes, but most of the time I calm down and think of what I can do to make things better not worse. My new baby will come home to a happy home now and my little girls will not be worried to laugh out loud and play noisy games because I will be laughing and playing with them, not yelling at them to stop. The program helped me see a different way to act and now my whole family is happier.





GOVERNANCE

Family Responsibilities Board

Part 12 of the Act provides for the establishment of the Family Responsibilities Board (FR Board). Under section 117 of the Act, the FR Board has a mandate to give advice and make recommendations to the Minister about the operation of the Commission and to similarly give advice and make recommendations to the Commissioner about the performance of the Commission's functions and to consider the reports submitted by the Commission. Section 118 of the Act sets out the membership of the FR Board, which is endorsed by the Queensland Governor in Council. The FR Board consists of one person nominated by the Minister (chairperson of the FR Board), one person nominated by the Australian Government and one person nominated by the Institute. Board members are appointed by the Governor in Council for the term stated in the member's instrument of appointment.

In accordance with section 123 of the Act the FR Board must meet every three months. The meeting may be held by using any technology available which will allow for efficient and effective communication, however, the Board members must meet in person at least once a year. A quorum for the Board is comprised of two members.

Composition of the Board

The current FR Board Members are:

- Ms Debbie Best Director-General, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs
- Mr Finn Pratt Secretary, Australian Government Department of Families, Housing, Community Services and Indigenous Affairs
- Mr Noel Pearson Executive Chairman, Cape York Institute for Policy and Leadership.



FR Board Members Noel Pearson, Debbie Best and Finn Pratt



Executive Management Team

The Commission's Executive Management Team (EMT) is comprised of the Commissioner, the Registrar, the Executive Officer (Management) and the Executive Officer (Case Management). The EMT plays a critical role in the corporate governance and service delivery of the Commission by:

- providing value-based leadership
- demonstrating and incorporating high standards of integrity and ethical behaviour
- ensuring transparency and accountability through effective decision-making and communication with management, employees (including Local Commissioners) and service providers
- providing a clear future direction for the Commission and
- providing leadership and direction on:
 - » issues relating to the ongoing financial and non-financial operations of the Commission and the performance of its governance structure and
 - » the operation, performance and reporting of the Commission with regard to its obligations under the Act and other relevant legislation.

Due to the small size of the Commission, the role of the EMT also encompasses the corporate stewardship functions associated with the Commission's operational performance. In addition the EMT oversees the operations of finance, information management, human resources and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2012-13 year.

Participation in external governance groups

In addition to the internal governance arrangement of the Commission, the Commissioner and other delegated employees participated in several external governance groups:

- Regional Leadership Group
- Non-Attendance at School in Welfare Reform Communities (NASA) Committee
- Regional Managers Coordination Network
- Indigenous Service Delivery Committee
- Wujal Wujal Government Champion visits
- Aurukun, Coen, Hope Vale and Mossman Gorge Service Delivery Working Groups
- Cape York Welfare Reform Education Stream Working Committee
- CYWRT Disengaged Youth Working Group.

Planning

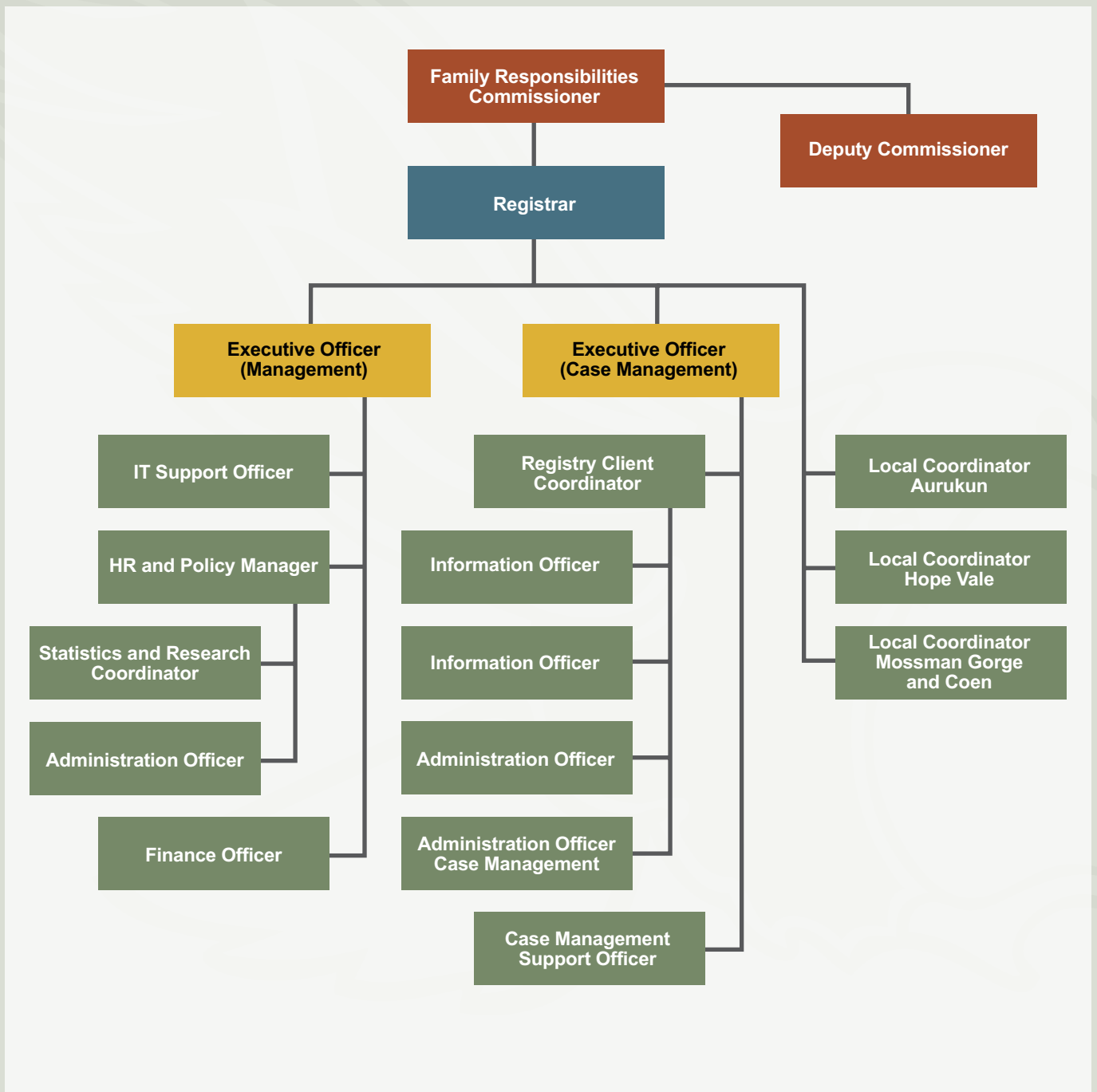
The Commission has adopted a strategic plan which has enabled the Commission to develop goals and strategies to fulfil the mandate of the Commission. These goals are consistent with current whole-of-government priorities, including targets set by COAG under NIRA and other key financial, socio-economic and demographic challenges identified through research and consultation. The strategic plan is reviewed on an annual basis to ensure currency of performance measures and that objectives adequately reflect the Commission's vision and purpose.



GOVERNANCE

Corporate structure

The Commission's organisational structure includes a central registry office based in Cairns and a remote office in each of the CYWR trial communities of Aurukun, Coen, Hope Vale and Mossman Gorge. Each of the Commission's remote community based offices has a Local Coordinator appointed to provide strategic, operational and administrative support to the Local Commissioners.





Remuneration statement

As disclosed in the Commission's 2012-13 financial statements, executive remuneration of \$397,000 was received by the Commission's Chief Executive Officer (the Commissioner). Remuneration is also reported for the Registrar, Executive Officer (Management) and the Executive Officer (Case Management). The amount calculated as executive remuneration in the financial statements incorporates the direct and indirect remuneration including salary and allowances, movements in leave accruals, travel expenditure and the grossed up value of fringe benefits associated with accommodation and motor vehicles.

Human resource management

At 30 June 2013 the Commission had an employee establishment of 18 full-time equivalent positions, including three positions servicing the remote communities. Sixteen positions are based in the Cairns Registry office (including one Local Coordinator servicing Coen and Mossman Gorge), one position (Local Coordinator) based in Aurukun servicing Aurukun and one position (Local Coordinator) based in Cooktown servicing Hope Vale. The Deputy Commissioner and Local Commissioners are employed on a fee for service basis.

Since the establishment of the Commission employee and job classification levels have altered as a result of ongoing operational reviews. During this financial year the Commission has experienced a permanent retention rate of 94 percent, and a permanent separation rate of 6 percent.

The Commission promotes policies and activities to support a healthy work-life balance. Flexible work arrangements are actively accessed and employees are provided the opportunity to work from home where appropriate, part-time work opportunities and hours of work arrangements including the opportunity for purchased leave. These flexible arrangements are also offered in order to assist in balancing work and carer roles where required.

Recruitment, selection and retention of employees

The Commission conducts all recruitment and selection processes in accordance with the requirements of the *Public Service Act 1996* and relevant Public Service Commission policies and directives.

During the period 1 July 2012 to 30 June 2013 no employees of the Commission took early retirement packages or were made redundant or retrenched.

Professional development

A key priority of the Commission is to maintain an environment of continual professional development and learning for all employees and Local Commissioners.

The Commission is committed to providing professional development to the Local Commissioners on a continual basis for the life of the Commission to ensure it actively works to restore local authority. Part of this professional development involves enhancing and expanding their relationships with other Indigenous organisations, government departments and agencies. The Local Commissioners attended a development week in Cairns commencing on 6 May 2013 during which they workshopped substance abuse issues with the Queensland Police Service, Dr Ernest Hunter, psychiatrist and public health physician and JCU Associate Professor Alan Clough of the Community-based Health Promotion and Prevention Studies. Strategies to reduce the associated harm of substance abuse were also discussed. Local Commissioners were hosted at the Gindaja Treatment and Healing Indigenous Corporation, JCU Indigenous Support Services, Cape York AFL Boarding House, the Cairns Botanical Gardens - Indigenous plant use garden section, Mossman Gorge and the Mossman Gorge Centre.



GOVERNANCE

The broader focus of the Commission's professional development program for employees is on skill development, career enhancement, and supporting a culture of ongoing learning through participation in internal workshops, on the job training and courses conducted by specialist external training providers. To facilitate employees' development, each employee together with their manager signs a Performance Assessment and Professional Development Plan. The plan sets out identified learning activities, supports the development of competencies, professional skills and personal attributes, and is designed to identify and record knowledge and skill gaps together with learning objectives. The plans link in to the Commission's strategic and operational objectives and are reviewed on a six monthly basis. During 2012-13 employee professional development, training, and workshops cost \$50,742 excluding travel costs. This investment provides a platform for the Commission to foster the development of new skills and to improve business processes within the Commission.

During 2012-13 the Commission organised a number of internal and externally sourced training programs and workshops to monitor, evaluate and continuously improve operations, internal administration and service delivery of the Commission. Training programs covered the key areas of:

- management and leadership
- first-aid and cardiopulmonary resuscitation
- substance abuse
- mental health understanding and practice
- domestic violence prevention
- fire warden and trial evacuation
- tools and skills for policy practitioners
- employment legislation and modern awards
- Queensland Public Service Code of Conduct and ethics
- Ending Family Violence
- suicide first-aid and intervention
- positive behaviour support
- advanced workplace communication skills
- Indigenous health
- policy and applied social research
- business innovation, strategic planning and implementation
- managing statutory offices
- 4WD Cape York defensive driving.

The Commission is also committed to providing support to employees who undertake further education and to providing flexible work practices to enable employees to study whilst continuing to meet operational and client needs.

Under the Study and Research Assistance Scheme (SARAS) assistance is administered subject to Directive 12/99 Study and Examination Leave in an equitable manner, ensuring effective usage of learning and organisational development funds and taking into consideration available resources. As at June 2013 there are 10 employees enrolled with various academic institutions for the current 2013 calendar year to study the following:

- Certificate IV Business Administration
- Cert IV Community Services Work
- Diploma of Community Services (Case Management)
- Bachelor of Arts Anthropology and Indigenous Studies
- Certified Practising Accountant membership studies
- Graduate Certificate of Criminology and Criminal Justice
- Postgraduate Diploma Policy and Applied Social Research
- Master of Criminology and Criminal Justice with Honours

Through the provision of high quality and targeted professional development the Commission seeks to not only enhance the skills and competencies of its employees and Local Commissioners, but to also provide effective and efficient client service.



Information and communication technology

Coinciding with the establishment of the Commission in July 2008, a service level agreement was entered into with Corporate Administration Agency (CAA) for information and communication technology services. This ensured the Commission complied with the *Information Privacy Act 2009*. The service level agreement also provides high level security and support.

The Commission, in conjunction with CAA, has policies and network protocols in place to ensure all Commission employees have a clear understanding of their responsibilities regarding ethical information access, transference, usage and management. The Commission's information and communication technology systems capture and retain information, preserve the integrity of information and also provide a high level of security and confidentiality. The Commission can report that no breaches of information security have occurred to date.

The Commission complies with recordkeeping practices in accordance with the *Public Records Act 2002*, Information Standard 40, Recordkeeping and Information Standard 31: Retention and Disposal of Public Records, through the service level agreement with CAA. Approximately 90 percent of Commission records are held in digital format.

Public Sector Ethics Act 1994 and Code of Conduct

All employees of the Commission, with the exception of the Family Responsibilities Commissioners, the Deputy Commissioner and the Local Commissioners are employed under the *Public Service Act (Qld) 2008*.

To ensure ongoing training in regard to the Code of Conduct for the Queensland Public Service and ethical decision-making, on 10 May 2013 the Australian Institute of Management facilitated an interactive workshop for all employees including Commissioner Glasgow and Deputy Commissioner Curtin, which incorporated the four ethics principles together with their associated values of integrity and impartiality, promoting the public good, commitment to the system of government and accountability and transparency. The Local Coordinators for the communities of Aurukun, Coen, Hope Vale and Mossman Gorge will be facilitating training for each Local Commissioner. New employees are provided with Code of Conduct and ethics training upon induction, and refresher training is conducted annually for all Commission employees.

To further assist Commission employees with ethical decision-making and in understanding the Code of Conduct, the Commission has created a supplementary policy document titled 'Workplace Policy'. This policy presents a broad framework for ethical behaviour, supports the Code and is consistent with the requirements of the *Public Service Act (Qld) 2008*, the *Public Sector Ethics Act 1994*, the *Family Responsibilities Commission Act 2008* (the Act) and relevant Public Service policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at all Commission premises and are located on our webpage for access to both the public and employees.



GOVERNANCE

Alignment with the ethics principles is further achieved through the Commission's Strategic Plan which incorporates three objectives based on enhancing and strengthening socially responsible standards of behaviour both within the Commission and in the four CYWR trial communities. Each of these objectives then forms the basis for employee Performance Assessment and Professional Development Plans to link ethics priorities with service delivery.

Risk management

The Commission's risk management framework establishes a mechanism to identify, assess and manage real or potential risks. The framework supports a positive risk minimisation and management culture within the Commission which focuses on strategic risks (risks which present as challenges to the Commission's strategic direction and vision), and operational risks (risks which present as challenges to the daily activities of the Commission in delivering its services). In applying the risk management principles the Commission has developed a draft Business Continuity Plan (BCP). The framework of this plan incorporates five key elements – prevention, preparedness, response, recovery and review, and consists of a risk management and contingency plan, business impact analysis, incident response table and recovery plan. The plan states a shared legal responsibility and accountability between, and a commitment by, all employees to implement the BCP. Employees are individually responsible for contributing to the BCP and to the health and safety of others by reporting workplace injury, incidents, illness and hazards. Employees are also responsible for seeking to reduce the vulnerability of the Commission to internal and external events and influences that may impede achieving the goals of the Commission.

The Commission's BCP progresses from an integrated approach to managing all risks that impact on the achievement of the Commission's strategic and business objectives to reviewing and re-evaluating identified risks and reporting to the EMT regarding processes and recommendations.

The Commission recognises the importance of making informed decisions on protecting its employees and assets and has improved security access to premises and network security to protect confidential information.

Professional conduct

All employees of the Commission are required to adhere to the values of the Commission and undertake their duties with professionalism, respect for diversity and courtesy whilst utilising ethics in all decision-making. Employees are made aware of their ongoing responsibilities, duty of care and requirements under the core legislation governing the Commission as published through Commission policies, protocols and guidelines which are readily available to employees on the intranet. During the year the Commission has continued refining its strategies and processes to ensure its operations are effective and the strategic direction is maintained. The following policies and guidelines were revised to ensure efficiencies of process: Hours of Work Arrangements, Right to Information Guidelines, Privacy Policy, Intranet Internet and Email Usage Policy, Employee Assistance Policy, SARAS Policy, Discipline in the Workplace Policy and Financial Delegation Guidelines.

GOVERNANCE



Commission policies are required to be read and understood as part of the Commission induction process and in most cases a register must be signed acknowledging an understanding of the policies. The Commission complies with the following legislative requirements in performing its functions:

- *Family Responsibilities Commission Act 2008 (the Act)*
- *Public Service Act (Qld) 2008*
- *Public Sector Ethics Act 1994*
- *Financial Accountability Act 2009*
- *Victims of Crime Assistance Act 2009*
- *Public Interest Disclosure Act 2010*
- *Anti-Discrimination Act 1991*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011*
- *Public Records Act 2002.*

Supporting the Carers Charter

The *Carers (Recognition) Act 2008* requires the Commission to recognise the value of carers and the support which must be afforded them in the workplace. The Commission has made all employees aware of the *Carers (Recognition) Act 2008* through induction processes and the importance of supporting their fellow workers in caring for persons who have special needs. These special needs may manifest themselves as persons who have a disability, chronic illness, mental illness, frailty, parenting care roles or occasional/short-term care after illnesses/accidents. Commission employees have been informed on how carers are to be treated and how they are to be included in decision-making which may affect their obligations as carers.

In order to support the above legislation, the Commission (through policies and directives) provides flexible work arrangements to assist carers in meeting their obligations, provides opportunities to work from home where appropriate, part-time work opportunities and hours of work arrangements including the opportunity for purchased leave. These flexible arrangements are offered in order to assist in balancing their work and carer roles.

Publication of information on line

For information regarding consultancies, international travel, corporate social responsibility including waste management and recycling policies, carbon emissions, the Queensland Government Reconciliation Action Plan 2009-2012, right to information and information privacy, complaints management, corporate services and work health and safety refer to the Additional published information under Right to Information on the Commission's website at www.frcq.org.au and the Queensland Government Open Data website at qld.gov.au/data.

Publications by the Commission during 2012-13

1. Annual Report 2011-12
2. Quarterly Performance Report 16
3. Quarterly Performance Report 17
4. Quarterly Performance Report 18
5. Quarterly Performance Report 19

All publications are available on the Family Responsibilities Commission's website: www.frcq.org.au.



THE BOOK — TAKING RESPONSIBILITY

TAKING RESPONSIBILITY – Queensland’s Family Responsibilities Commission

My task was to write a history of a continuing, living organisation with a legislated shelf life. There was not a great body of recorded material to refer to. Nevertheless, there was much important literature available: the Commission’s Annual and other reports for example, and especially the Cape York Institute’s extensive volume *From Hand Out to Hand Up*, in which the philosophies behind, and the model for, the welfare reform initiative entrusted to the Commission are detailed. That model was almost wholly adopted by both the State and Australian Governments.



Author Gordon Dean with Minister Elmes at the launch of 'TAKING RESPONSIBILITY - Queensland's Family Responsibilities Commission'

Apart from those resources, the history relied much on personal communications and contemporary reporting. I was able to undertake research where and when I determined and to record both the good and the bad: bouquets as well as brickbats.

The Commissioner had made it clear that he wanted to acknowledge all those who gave so much to the Commission. This living body was inhabited by living people, and if the Commission was to disappear, a record of its work and its people should be preserved, else they risked being cast aside on the scrap-heap of history, and forgotten.

So it is that the book was laid out in three parts. The first is an essay of the historical background to the emergence of the Commission, from the earliest days of European contact through colonisation and the dispossession of the Indigenous people, to the later years of interaction between the original inhabitants of this land and the newcomers. It is not a pretty story but as Noel Pearson, the Executive Chairman of the Cape York Institute for Policy and Leadership has pointed out, it was necessary to understand the reasons for the disadvantage and dysfunction Indigenous communities were experiencing as the 20th Century drew to a close, so as to formulate policies which could effectively bring lasting reform.

The second part traces the life of the Commission itself. The third is that which tells of those people who, so to speak, carried the Commission, who met head on the difficulties of establishing the work of the Commission in the four trial communities of Aurukun, Coen, Hope Vale and Mossman Gorge, facing at times almost hostile local reactions.

It is clear that the Commission, its officers and staff and the Commissioner himself, the schools and the various support agencies have made impressive progress in the communities. What is most impressive of all is the dedication and work of the Local Commissioners who, despite a certain innate shyness and reticence, were frank and open about their experiences. They took up and kept alive the ideal that the communities themselves would indeed accept the challenge of taking responsibility for their own welfare and behaviours. To them, in good old Aussie lingo, ‘we dips our lid’.

Gordon Dean

THE COMMISSION



The Family Responsibilities Commission at the Local Commissioner Development Week May 2013.

Front Row: Mossman Gorge Commissioner Shuan, Aurukun Commissioner Wolmby, Aurukun Commissioner Koomeeta, Aurukun Commissioner Pootchemunka, Aurukun Commissioner Woolla, Aurukun Commissioner Poonkamelya, Hope Vale Commissioner Hart, Hope Vale Commissioner Deeral, Coen Commissioner Kepple, Mossman Gorge Commissioner Spratt and Mossman Gorge Commissioner Gibson

Middle Row: Dellis Gledhill, Michelle Synott, Alison Kollmorgen, Josephine Pinder, Registrar Rob White, Sandi Rye, Anne Crampton, Sharon Newcomb and Amy Barden

Back Row: Coen Commissioner Port, Hope Vale Commissioner Deemal, Aurukun Commissioner Kerindun, Daniel Lundh, Maxine McLeod, Raymond Lennox, Lizzy Roos, Deputy Commissioner Curtin, Commissioner Glasgow, Terry Callahan, Brenden Joinbee, Hope Vale Commissioner Gibson, Jacinta Baragud, Hope Vale Commissioner Cobus and Jeffrey Dela Cruz

Absent: Coen Commissioner Peter and Coen Commissioner Liddy

"I am immensely proud of the work and enduring commitment of local Commissioners, and the FRC, to bring about change for families and individuals in their communities. The FRC is now widely acknowledged as a powerful agent of change, and it is through the work and support of local Commissioners, that families and individuals are empowered to take responsibility, and choose a life of opportunities."

Noel Pearson



CLIENT PROFILE

HAPPY EVER AFTER — NOT ALWAYS — BUT PERHAPS ONE DAY

When I was growing up I thought that everyone had a happy ever after ending. I thought I would have one too. Life is not like that though, once things start happening, and people are not always what they should be, or do what they should do. I don't have a happy ever after story to tell.

I don't remember a time when there was not some grandchildren living with me. I don't remember a time when I didn't drink to help me cope and get some comfort in life. I do remember feeling like it was all falling apart, and that I had failed as a grandparent.

In 2008 I started going to the Commission. The Commissioners were full on. They told me they had received reports from agencies like Child Safety Services and Education Queensland, and they knew the details of the reports. I was upset and could not understand why it was their business. They talked to me about attending services in our community so I tried different services. Some were good and some were not so good, depending on the staff and how I was feeling. Although I was annoyed at the Commissioners for knowing my business I kept going back to them, in the beginning because I had to, but later because I wanted to. Sometimes we argued and sometimes I agreed with them, but most of the time we just talked. They know me; they know that I have all the grandchildren and the reasons behind it.

Things got very bad a few years ago. I had been going to the Wellbeing Centre and worked with Child Safety Services to set up a plan. If I was going to have a weekend with grog, we made sure the grandchildren were with relatives and out of the way. I made sure I was out of community. The grandchildren had good school attendance, even winning weekly prizes. I had signed up to Pride of Place and Student Education Trusts, and the yard now had shelter from the hot sun with a gazebo. Out of the blue a very close relative died. I was so upset that nothing made sense, the days stopped having names and the nights were so lonely. Only the grog would fill the hole. I could see the grandchildren

falling away, not going to school, hungry and dirty, but I could not move. One of the Commissioners came to see me at home and asked me to come to the next conference. She said everyone was very worried about me and now Child Safety Services were concerned I was not sticking to my plan. I told her I did not care, but still I attended the conference.

I had not spoken about the passing to anyone, but looking at the Commissioners I knew it was time. I am sure I stayed much longer than my allocated time, but nobody hurried me, they just listened. We all cried just a little and they felt my pain. At the end we discussed how important the grandchildren are, and that I must look after them as my relative would have wanted. I agreed to go back to the Wellbeing Centre and asked for the BasicsCard. The BasicsCard made an immediate difference because food became my main expense not grog. The grandchildren quickly saw the results and hugged and kissed me because I was with them now, not away in alcohol dreams.

I kept talking about my sorrow to the Wellbeing Centre lady counsellor and the days started to brighten. We set up a meeting with the Child Safety Service officers and explained what had happened and how I was getting better. To my surprise they were very understanding and offered to help with some respite care over the school holidays. One of my grandchildren is going to boarding school next year, and they are helping both me and my granddaughter prepare for that.

We are not happy ever after, but most of the time we are pretty good. The grandchildren go to school every day, I keep the home clean, and I help out at the school when they need. I don't drink much anymore and prefer to go out to country on the weekends fishing, swimming and telling stories with my children and grandchildren. I still get sad, but it passes when I think of the hugs and kisses from my grandchildren and the future they will have.

APPENDICES



APPENDIX A

Family Responsibilities Board – Schedule of Meetings

Date of FR Board Meeting	Venue	Attendees
8 August 2012	Executive Building 100 George Street Brisbane	Mr Ron Weatherall, Deputy-Director General, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs, Chair on behalf of Jon Grayson; Mr Noel Pearson, Executive Chairman, Cape York Institute for Policy and Leadership; Mr Finn Pratt, Secretary of Families, Housing, Community Services and Indigenous Affairs.
5 November 2012	ADG Meeting Room Neville Bonner Building 6A/75 William Street Brisbane	Mr Wayne Briscoe, A/Deputy-Director General, Policy, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs, Chair on behalf of Jon Grayson; Mr Noel Pearson, Executive Chairman, Cape York Institute for Policy and Leadership; Mr Finn Pratt, Secretary of Families, Housing, Community Services and Indigenous Affairs.
4 February 2013	ADG Meeting Room Neville Bonner Building 6A/75 William Street Brisbane	Ms Debbie Best, Director-General, Policy, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (Chair); Mr Noel Pearson, Executive Chairman, Cape York Institute for Policy and Leadership; Mr Finn Pratt, Secretary of Families, Housing, Community Services and Indigenous Affairs.
7 May 2013	Novotel 122 Lake Street Cairns	Ms Debbie Best, Director-General, Policy, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (Chair); Mr Noel Pearson, Executive Chairman, Cape York Institute for Policy and Leadership; Mr Finn Pratt, Secretary of Families, Housing, Community Services and Indigenous Affairs.



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APPENDIX B - SITTING CALENDAR

Family Responsibilities Commission 1 July 2012 to 31 December 2012

Week Commencing	Coen	Aurukun	Hope Vale	Mossman Gorge	Cairns Office
2 July					NAIDOC Week
9 July			10, 11		9, 12, 13
16 July	16	17, 18, 19			20 Cairns Show Day
23 July			24	26	23, 25, 27
30 July		31, 1, 2			30 July, 3 August
6 August			7, 8	9	8 FR Board Meeting 6, 10
13 August	13	14, 15, 16			17
20 August			21		20, 22, 23, 24
27 August		28, 29, 30			27, 31
3 September			4, 5	6	3, 7
10 September	10	11, 12, 13			14
17 September			18, 19		17, 20, 21
24 September					Office week
1 October	Public Holiday			4	1 Queen's Birthday extra
8 October		9, 10, 11			8, 12
15 October			16, 17	18	16/17 Estimates 15, 19
22 October	22	23, 24, 25			26
29 October			30, 31		29 Oct, 1, 2 Nov
5 November		6, 7, 8			5 FR Board Meeting 5, 9
12 November			13, 14	15	12, 16
19 November	19	20, 21, 22			23
26 November			27, 28		26, 29, 30
3 December		4, 5, 6			3, 7
10 December			11	13	10, 12, 14
17 December					Office week
24 December		Public Holiday	Public Holiday		27, 28 Office closed for Xmas
31 December		Public Holiday			31 Office closed for Xmas

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Family Responsibilities Commission 1 January 2013 to 30 June 2013

Week Commencing	Coen	Aurukun	Hope Vale	Mossman Gorge	Cairns Office
7 January					Office week
14 January					Office week
21 January					Office week
28 January	Public Holiday	29, 30, 31			28 Australia Day 1 Feb
4 February			5, 6	7	4 FR Board Meeting 4, 8
11 February	11	12, 13, 14			15
18 February			19, 20	21	18, 22
25 February		26, 27			25, 28 Feb, 1 March
4 March			5, 6	7	4, 8
11 March	11	12, 13			14, 15
18 March			19, 20	21	18, 22
25 March		26, 27			25, 28, 29 Good Friday
1 April	Public Holiday				1 Easter Monday Office Week
8 April					Office Week
15 April			16, 17	18	15, 19
22 April	22	23, 24		Public Holiday	25 ANZAC Day 26
29 April			30, 1		29 April, 2, 3, May
6 May					7 FR Board Meeting Commissioner Week
13 May		14, 15, 16			13, 17
20 May			21, 22	23	20, 24
27 May	27	28, 29, 30			31
3 June			4, 5	6	3, 7
10 June	Public Holiday	11, 12, 13			10 Queens Birthday 14
17 June			18	19	17, 20, 21
24 June					Office Week



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APPENDIX C - Compliance checklist Family Responsibilities Commission 2012 – 2013 annual report

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister 	ARRs – section 8	Page 4
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1	Page 5 Page 109
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	Page 2
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	Page 2
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	Page 2
	<ul style="list-style-type: none"> Information licensing 	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 10.5	N/A
	General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1
<ul style="list-style-type: none"> Agency role and main functions 		ARRs – section 11.2	Pages 9-17, 42-53
<ul style="list-style-type: none"> Operating environment 		ARRs – section 11.3	Pages 54-56, 103
<ul style="list-style-type: none"> Machinery of Government changes 		ARRs – section 11.4	N/A
Non-financial performance	<ul style="list-style-type: none"> Government objectives for the community 	ARRs – section 12.1	Pages 11-13
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	Page 59
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	Page 13
	<ul style="list-style-type: none"> Agency service areas, service standards and other measures 	ARRs – section 12.4	Page 43
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	Pages 50-53
	<ul style="list-style-type: none"> Chief Finance Officer (CFO) statement 	ARRs – section 13.2	N/A

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Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	• Organisational structure	ARRs – section 14.1	Pages 58, 60
	• Executive management	ARRs – section 14.2	Page 59
	• Related entities	ARRs – section 14.3	N/A
	• Boards and committees	ARRs – section 14.4	Page 58
	• <i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.5	Page 63
Governance – risk management and accountability	• Risk management	ARRs – section 15.1	Page 64
	• External scrutiny	ARRs – section 15.2	Pages 39-41
	• Audit committee	ARRs – section 15.3	N/A
	• Internal Audit	ARRs – section 15.4	Page 50
	• Public Sector Renewal Program	ARRs – section 15.5	N/A
	• Information systems and record keeping	ARRs – section 15.7	Page 63
Governance – human resources	• Workforce planning, attraction and retention and performance	ARRs – section 16.1	Page 61
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	Page 61
	• Voluntary Separation Program	ARRs – section 16.3	Page 61
Open Data	• Open Data	ARRs – section 17	Page 65
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Page 70
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Pages 101-102
	• Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	Page 61



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APPENDIX D

Cape York Welfare Reform

The Cape York Welfare Reforms are a partnership between four CYWR trial communities, the Queensland Government, Australian Government and the Institute. The Cape York Welfare Reforms aim to address passive dependence on welfare and rebuild social norms in the communities.

The participating communities

The CYWR trial communities are:

- Aurukun
- Coen
- Hope Vale
- Mossman Gorge.

Aurukun

Aurukun is on the western coast of Cape York and is approximately 900 kilometres northwest of Cairns, and about 200 kilometres south of Weipa. The community had an estimated resident adult population of 969 people as at 30 June 2011¹.

Coen

The township of Coen is approximately halfway between Cairns and the tip of Cape York. It is not a discrete Aboriginal community and is part of Cook Shire. The township had an estimated resident adult population of 238 people as at 30 June 2011¹.

Hope Vale

Hope Vale is situated on the Cape York Peninsula and is 46 kilometres northwest of Cooktown. The estimated resident adult population of Hope Vale was 727 people as at 30 June 2011¹.

Mossman Gorge

Mossman Gorge is a small Aboriginal community 75 kilometres north of Cairns, 4 kilometres from Mossman (the nearest town), and approximately 25 kilometres by road from Port Douglas. It is not a discrete Aboriginal community and is part of the Cairns Regional Council area. The community had an estimated resident population of 103 people as at 30 June 2011².

1. Note: Adults 17 years and over provided by the Government Statistician, Queensland Treasury and Trade based the 2011 Australian Bureau of Statistics (ABS) Census of Population and Housing, the Department of Education, Training and Employment student enrolment data and ABS small area unpublished Estimated Resident Population (ERP) data for 2011.
2. Note: Total population provided by the Government Statistician, Queensland Treasury and Trade from the 2011 ABS small area unpublished Estimated Resident Population (ERP) data for 2011.

GLOSSARY OF TERMS



Abbreviations

ABS	Australian Bureau of Statistics	FRC	Family Responsibilities Commission
AFL	Australian Football League	GST	Goods and Services Tax
AFP	Active Family Pathways	JCU	James Cook University
AFPSO	Active Family Pathways Support Officer	NAIDOC	National Aborigines and Islanders Day Observance Committee'
AMPs	Alcohol Management Plans	NASA	Non-Attendance at School in Welfare reform Communities
ARRs	Annual report requirements for Queensland Government agencies	NIRA	National Indigenous Reform Agreement
ASP	Alternative Secondary Pathway	NPYWC	Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council
ATO	Australian Taxation Office	NSW	New South Wales
BCP	Business Continuity Plan	OSR	Office of State Revenue
BBNI	Bamanga Bubu Ngadimunku Incorporated	QCS	Queensland Corrective Services
CAA	Corporate Administration Agency	SARAS	Study and Research Assistance Scheme
CDEP	Community Development Employment Projects	SCM	Student Case Manager
CFO	Chief Finance Officer	SCMF	Student Case Management Framework
CIM	Conditional Income Management	SPRC	Social Policy Research Centre
COAG	Council of Australian Governments	TIS	Translating and Interpreting Service
CYAAA	Cape York Aboriginal Australian Academy	TSS	Transition Support Services
CYP	Cape York Partnerships	VIM	Voluntary Income Management
CYWR	Cape York Welfare Reform	WBC	Wellbeing Centre
CYWRT	Cape York Welfare Reform Trial		
DJAG	Department of Justice and Attorney-General	Also:	
EFV	Ending Family Violence		Cape York Institute for Policy and Leadership (the Institute)
EMT	Executive Management Team		Cape York Welfare Reform Evaluation Report 2012 (the Evaluation)
ERP	Estimated Resident Population		Family Responsibilities Board (the Board)
FAA	<i>Financial Accountability Act 2009</i>		Family Responsibilities Commission (the Commission)
FPMS	<i>Financial and Performance Management Standard 2009</i>		<i>Family Responsibilities Commission Act 2008 (the Act)</i>
FRA	Family Responsibilities Agreement		Family Responsibilities Commission Registry (the Registry)
FR Board	Family Responsibilities Board		Mr David Glasgow, Family Responsibilities Commissioner (the Commissioner)



CONTACT DETAILS

Family Responsibilities Commission

Cairns Central Registry

PO Box 5438, Cairns Qld 4870
Level 3, 107 Lake Street, Cairns
Ph (07) 4057 3870
Fax (07) 4041 0974
www.frcq.org.au

Aurukun

CJG Building, Wuungkah Street, Aurukun 4892
Ph (07) 4060 6185
Fax (07) 4060 6094

Coen

Coen Opportunity Hub, Taylor Street, Coen 4892
Ph (07) 4060 1037
Fax (07) 4041 0974

Hope Vale

Office 1, Hope Vale Business Service Centre, 3 Muni Street, Hope Vale 4895
Ph (07) 4060 9153
Fax (07) 4060 9137

Mossman Gorge

Lunde Street, Mossman Gorge 4873
Ph (07) 4098 1908
Fax (07) 4098 3594

For more information on the communities and population compositions, view the Quarterly Reports at: www.datsima.qld.gov.au/atsis/government/programs-and-initiatives/family-responsibilities-commission and statistics.oesr.qld.gov.au/qld-regional-profiles



