

ANNUAL REPORT

15



ANNUAL REPORT 2014-15

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 2014 to 30 June 2015.

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

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Alternatively you can visit the following website:
www.frcq.org.au



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Order of Australia Medals



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.

Doomadgee





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30 September 2015

The Honourable Curtis Pitt MP
Minister for Aboriginal and Torres Strait Islander Partnerships
PO Box 314
GORDONVALE QLD 4865

Dear Minister Pitt

I am pleased to present the Annual Report 2014-2015 and financial statements 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*.

A checklist outlining the annual reporting requirements can be found at page 104 of this annual report.

Yours sincerely

David Glasgow, AM
Commissioner
Family Responsibilities Commission

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Doomadgee FRC Office





PREAMBLE - NOEL PEARSON

Our Local Commissioners are following in the steps of our Old People who laid the foundations for our clear-sighted vision of a future in which our children, grandchildren and great-grandchildren have the same opportunities in life as non-Indigenous kids; a future too in which kids grow up learning their ancestral languages, visiting and knowing the important cultural places on their country, and knowing the stories, history and people that give them their special and unique identity.

Future generations will in turn draw strength from the reform leadership that the FRC Local Commissioners today provide to our people in the welfare reform communities.

Indeed, the FRC is providing a critically important example of effective Indigenous reform leadership across the nation - an example that stands out in stark relief in the often bleak landscape of Indigenous affairs. For example, we have recently seen and heard the Western Australian government's struggle to imagine a sustainable future for its remote Indigenous communities, and the distressing talk of closing communities down in that state. Yet the FRC demonstrates in no uncertain terms that a transformation can occur in remote communities when a local Indigenous leadership ready, willing and capable of leading change is empowered to do so.

The FRC and the Local Commissioners have achieved remarkable things in only a short period of time. The FRC continues to prove very effective in helping those who need it most to manage their money through income management orders (the BasicsCard) to ensure there is food on the table and that bills can be paid. Indeed, I believe that the FRC model of Welfare Reform provides the fairest and most effective approach that we have seen in this country.

The FRC continues to build traction in terms of school attendance results and in other areas also the FRC continues to set new, higher expectations for individuals, families and communities, and to hold people to these expectations when they fall short.

This is very important progress. I commend the work of the FRC and its Local Commissioners, and I urge others to learn from and build on its success by empowering Indigenous reform leaders to lead change.

Noel Pearson



COMMISSIONER GLASGOW'S MESSAGE



From the Commissioner

A report on the Commission's activities in the five Indigenous communities in which we now operate, together with a report on our financial operations over the past 12 months to 30 June, 2015 follows.

It is pleasing to note that the Commission operated well within budget and provides an operating surplus for the year. We are conscious, being entrusted with significant public monies in the administration of our statutory functions, to operate efficiently and cost effectively. Registrar and General Manager Maxine Mcleod and Commission Accountant Andrea Cotten have, since taking up their respective roles in January and February 2015, been the catalyst for significant administrative and operational change which has brought efficiencies in management, whilst fully maintaining our operational integrity. During this year the Commission commenced operations in the community of Doomadgee located on the Nicholson River in the far north western corner of Queensland, some 130 kilometres east of the Northern Territory border. The community's isolation has brought significant challenges.

Changing of the guard

The Commission was privileged to induct a total of 13 new Local Commissioners this financial year. Eight Local Commissioners now represent the community of Doomadgee: Councillor Elaine Cairns, Guy Elvis Douglas, David Jeffrey Gallagher, Karen Barbara Jupiter, Christopher John Logan, Kaylene Narelle O'Keefe, Isabel Jean Toby and Eleanor Ruth Logan. Coen welcomed two new Local Commissioners in Maureen Liddy and Alison Liddy, Hope Vale welcomed Local Commissioner Cheryl Cannon and Selina Bowen and Aurukun welcomed Local Commissioner Leona Yunkaporta.

2015 saw two Commissioners retire from the Commission for family reasons, Local Commissioner Thomas Toikalkin from Aurukun and Local Commissioner Hadley Gibson from Mossman Gorge. I extend to each of them my personal thanks and that of their communities for their unselfish efforts during their time with us.

The Commission's activities in each of the five communities over the past year are detailed in this annual report. Though there have been a number of specific issues in Aurukun which have resulted in a reduction in the number of satisfactory outcomes, progress has been made in each community.

Our Local Commissioners are determined to be part of, and catalysts for, continuing improvements in their respective communities. They are a formidable band of women and men who deserve our admiration and support.

Fourteen Commissioners, who have been with the Commission since it commenced on 1 July, 2008 were honoured by their fellow Australians for their services to the Indigenous communities in the 2015 Australia Day Awards and awarded the Medal of the Order of Australia. His Excellency the Honourable Paul de Jersey AC Governor of Queensland presented the Medals to the Commissioners in Cairns on May 27 in the presence of their colleagues, families and friends.

Also in May this year the Commission published a brief history of each of the Local Commissioners. Its author, Gordon Dean, interviewed the Commissioners and, in their words, recorded information in regard to their families and their personal histories, to let others know what shaped their lives and eventually brought them to the Commission. Entitled 'The Fire Within' the publication also records the details of some individuals who are and were responsible for the successes of the Family Responsibilities Commission (FRC).



COMMISSIONER GLASGOW'S MESSAGE

Commission staff

December 2014 saw our seconded Registrar, Robert White, return to the Department of Justice and Attorney-General, and in February our Executive Officer (Management), Mitchell Holmes, departed from the Commission. A restructure of the Commission was undertaken which resulted in increased efficiencies both in administration and operations in the field. I thank Rob White and Mitchell Holmes for their commitment to maintaining the high service objectives of the Commission and wish them well with their future careers.

I acknowledge the remarkable management and organisational skills Registrar Maxine McLeod has shown since taking up the role in January. Both she and our Accountant, Andrea Cotten, have presided over and successfully implemented our restructure with significant and quantifiable improvements to all areas of the Commission's operations.

I also acknowledge the dedication and efficiency of all our staff, many of whom operate under difficult conditions in the five communities. The Commission could not function in these communities without their total and focused commitment.

Deputy Commissioner Curtin undertook the responsibilities of the Doomadgee circuit from January 2015 and has conferenced in that community fortnightly to good effect. I thank him for his valued work which has involved considerable travel.

Services in communities

The commitment of our Commissioners, Mayors and members of Councils, teachers, health professionals, police officers and the staff of many service providers to forging improvements in the lives of the children and residents of the welfare reform communities has been outstanding and I commend their efforts.

In particular the Commission acknowledges the outstanding commitment to the Aurukun people of Senior Sergeant Brenden McMahon whose four years of service to this community ended in December 2014.

The Commission's future

The Honourable Minister Glen Elmes MP Minister for the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) advised the Commissioner that the FRC would become a permanent structure in Queensland, and on 5 August 2014 introduced legislation into State Parliament removing the sunset clause from the *Family Responsibilities Commission Act 2008* (the Act). The Bill was passed with bipartisan support on 14 October 2014 and the Act proclaimed on 28 November 2014. Aside from paving the way for Doomadgee (and potential future communities) to be an area prescribed by regulation as a welfare reform community area, and removing the sunset clause, the amendments provided for additional court triggers from the Supreme, District and Children's Courts. The Commission views the additional court triggers as a strengthening of its ability to work positively with a broader range of the community. The amended definition of a welfare reform community area will enable communities to exit welfare reform or join welfare reform without requiring amendments to the Act.

COMMISSIONER GLASGOW'S MESSAGE



On 27 November 2014, on advice of the Executive Council the following appointments were announced: myself as the FRC Commissioner, Rodney Curtin as Deputy Commissioner and 29 Local Commissioners for the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge. The appointments were set for a term of 3 years commencing 1 January 2015 and published in the Queensland Government Gazette.

On 14 May 2015 His Excellency the Governor, acting on advice of the Executive Council, approved the appointment of four new Local Commissioners, each of whom hold their office until 1 January 2018.

The Commission awaits delivery of the Queensland Government budget by The Honourable Curtis Pitt MP, Treasurer and Minister for the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) on 14 July 2015.

The Commission is confident it can deliver the objectives it is charged to achieve within the principles of our Act, and operate effectively within such expanded areas as requested by Indigenous communities and the Queensland and Australian Governments.

David Glasgow, AM
Family Responsibilities Commissioner



Local Commissioners from Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge with Commissioner Glasgow, Deputy Commissioner Curtin at the Local Commissioner Development Week May 2015



ORDER OF AUSTRALIA RECIPIENTS

ORDER OF AUSTRALIA AWARDS

On 26 January 2015, 14 Local Commissioners of the Family Responsibilities Commission were awarded the Medal of the Order of Australia for service to an Indigenous community of the Cape York Peninsula. Commissioner David Glasgow of the Family Responsibilities Commission was also appointed as a Member of the Order of Australia for significant service to the law as a Magistrate, and to the Indigenous communities of Northern Queensland.

The 14 Local Commissioners who were awarded medals all commenced with the Commission in 2008 and are from the following communities:

Aurukun: Edgar Kerindun, Vera Koomeeta, Doris Poonkamelya, Sarah Wolmby and Ada Woolla

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

Hope Vale: Brian Cobus, Victor Gibson and Doreen Hart

Mossman Gorge: Karen Gibson and Loretta Spratt

Each of the Local Commissioners has undertaken their demanding and challenging role in order to work toward improving the lives of their fellow community members, and many have taken on their role whilst juggling fulltime employment, family commitments, and citizenship of the communities in which they serve. They have been required to interpret legislation, balance evidence, and make and support tough decisions that have at times impacted their lives and the lives of their family members, friends and neighbours. The dedication, determination and commitment demonstrated by each and every one of them has served as a driver for positive social change in the remote Indigenous communities.

It is no exaggeration to state that Commissioner David Robert Glasgow has dedicated his life, since the commencement of the Commission in 2008, to forging the present and future FRC. He has travelled to the communities on a weekly basis, training and encouraging the Local Commissioners to become the empowered community leaders they are today. Aside from successfully building Indigenous responsibility, authority and leadership, he has strengthened the Commission's position in the communities through developing and nurturing its strategic partnerships. Through Commissioner Glasgow's conscientious and devoted leadership he has created a dedicated team who are committed to building upon the successful outcomes achieved to date.

Commissioner Glasgow and his fellow Local Commissioners were presented with their medals by His Excellency the Honourable Paul de Jersey AC Governor of Queensland at the Australian Honours and Awards Investiture Ceremony at the Hotel Novotel Cairns Oasis Resort on Wednesday, 27 May 2015. Distinguished official guests included Mrs de Jersey, Professor Elizabeth Harman AO and the Mayor of Cairns Regional Council, Councillor Bob Manning OAM.



Medal of the Order of Australia Recipients, Commissioner David Glasgow, Member of the Order of Australia, and His Excellency the Honourable Paul de Jersey AC Governor of Queensland, at the Australian Honours and Investiture Ceremony

STRATEGIC OVERVIEW



Our vision

Vibrant welfare reform communities which are responsible, healthy, safe and sustainable.

Our purpose

Supporting 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 welfare reform community is a more caring and safer place to live.

Our values

- Safety:** We value the right of everyone to live in safe communities.
- Respect:** We believe that respect for oneself builds the foundation for wellbeing.
- Ownership:** We are committed to encouraging communities to take ownership of their present and future.
- Innovation:** We actively seek and encourage creative ideas to build the potential for lasting change.
- Empowerment:** We are committed to empowering people to take the initiative to reform their communities and build their own direction and future.
- Diversity:** We are passionate about respecting the diversity and cultural richness of the communities.

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 State and Australian Governments that achieve the outcomes sought for the welfare reform communities. In doing so, we will nurture a spirit of inquiry and innovation, and will embrace the challenge of sourcing unconventional and creative solutions to address the complex problems that confront our communities.



STRATEGIC OVERVIEW

The creation of the Family Responsibilities Commission

In early 2006 the Australian Government agreed to fund the development phase of the Cape York Welfare Reform (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 a design 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 were to restore social norms and local Indigenous authority. The trial aimed to initiate and support a positive change in social norms and community behaviours which had developed in response to chronic levels of passive 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.

The broad objectives of the welfare reform agenda are to:

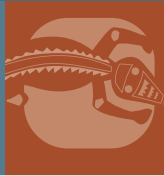
- rebuild social norms and restore Indigenous authority
- address the welfare pedestal through changing incentives
- support engagement in the real economy
- move from welfare housing to home ownership
- enable children to make full use of their talents and creativity and to enjoy the best of both worlds.

The reforms are designed with a strong emphasis on partnership, capacity building, respect and use of local authority. Emphasis is also placed on the enhancement of services and appropriate service delivery mechanisms. A range of policy, program and service delivery reforms and practical on-the-ground initiatives are being implemented 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 effective 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 and Opportunity Hubs that provide a central location for products to assist the community, social and civic activities as well as service co-location

STRATEGIC OVERVIEW



- 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 and in some instances to encourage compliance with case plans aimed at improving social responsibility.

The reforms are designed to initiate early intervention in order to address issues and behaviours before they escalate. A key feature of the CYWR trial was 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 reforms 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 passive welfare environment in Indigenous communities which resulted in a retraction of positive social norms, and fostered the displacement of Indigenous responsibility. People in receipt of welfare payments, or who are participating in community employment programs, not only have an obligation to their community not to behave in ways which are detrimental, but must reciprocate with economic engagement and actively support their community.

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

The *Family Responsibilities Commission Act 2008* (the Act) 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 at that time the Commission was to cease operations on 1 January 2012. Each subsequent year until 2014, following Australian and State Government consultations and budget allocations, the Commission was granted 12 month extensions.

On 5 August 2014 the Family Responsibilities Commission Amendment Bill 2014 was introduced into Parliament. The Bill proposed the following amendments aimed at increasing efficiencies and expanding operations:

- to omit the Act's sunset clause (section 152), which states that the Act expires on 1 January 2015
- to amend the definition of welfare reform community area in the Act to replace specific references to communities (Aurukun, Hope Vale, Coen and Mossman Gorge) with "an area prescribed by regulation as a welfare reform community area"
- to add new 'justice triggers' for notifications to the Commission if a community member is convicted in the District or Supreme Courts, or a child is convicted in a court
- to amend the disqualification provisions for Local Commissioners and
- to require the Family Responsibilities Board (FR Board) to meet every six months, rather than quarterly.



STRATEGIC OVERVIEW

On 14 October 2014 the Bill was passed by the Queensland Parliament and the Act was proclaimed on 28 November 2014.

On 14 July 2015 the Queensland State Treasurer Curtis Pitt released the 2015-16 State Budget wherein it was announced that the State Government would continue to revitalise frontline services with further financial support for Welfare Reform until 30 June 2019.

About us

As part of the broader Welfare Reforms, the Commission has the lead role in these unique reforms aimed at restoring local authority and socially responsible standards of behaviour in Aurukun, Coen, Doomadgee, 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 Welfare Reforms and the Statement of Objectives for the Community published by the Queensland Government. The Commission contributes specifically to the following Government objectives:

- “Creating jobs and a diverse economy – increasing workforce participation” – by working to reduce passive welfare, assisting clients to increase their financial stability and initiating a continuous improvement strategy in regard to our organisational capability
- “Delivering quality frontline services” – by providing effective and efficient client services for families, strengthening collaborative cross-agency partnerships to support local Aboriginal and Torres Strait Islander authorities, improving access to relevant service provision in the communities and working to increase school enrolment and attendance
- “Building safe, caring and connected communities” – by influencing the wider acceptance of socially responsible standards of behaviour, promoting Indigenous local authority and nurturing a spirit of inquiry and innovation in order to address the complex problems facing the welfare reform communities.

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 Partnerships which is the department responsible for promoting and monitoring the government's progress in Closing the Gap on Aboriginal and Torres Strait Islander disadvantage. There are eight strategic areas for action established under the National Indigenous Reform Agreement (NIRA) for driving the Council of Australian Governments (COAG) reforms, each of which the Commission addresses through its conferencing processes and participation in collaborative cross-agency partnerships:

- Early childhood – improving child and maternal health care, supporting good parenting and strengthening childhood education and care through early intervention
- 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
- Health – closing the gap in health and longevity
- Economic participation – closing the gap in employment outcomes between Indigenous and non-Indigenous peoples
- Safe communities – addressing the problem of violence, alcohol, criminal and anti-social behaviours
- 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
- Land and culture – promoting and affirming Aboriginal and Torres Strait Islander cultures.

Our challenge

The Commission delivers services to five communities, all of which are culturally unique and some of which are geographically remote. Each community is different, however, each can be characterised by the entrenched disadvantage of Indigenous community members. 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 and employees provided training on a regular basis
- employees have performance and development plans developed in line with the State Government's Capability Leadership Framework
- rate of employee turnover and sick leave
- delivery of high quality conferencing and referral processes
- conferencing processes achieved in a timely manner
- applications to amend/end orders and agreements processed in a timely manner
- client satisfaction
- rates of complaints from clients
- effective and efficient management systems are in place to support Local Commissioners and employees
- Local Commissioners' and community members' views are captured to inform FRC advocacy on the effectiveness of welfare reform
- the Commission's governance meets policy, fiscal and legislative requirements and aids the Commission in achieving its strategic and corporate objectives.

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 Welfare Reform objectives.

STRATEGIC OVERVIEW



Performance indicators

- level of Commission engagement with stakeholders
- level of integrated case management provided
- level of stakeholder satisfaction with advice provided in regard to appropriate service provision in community
- level of stakeholder satisfaction with advice provided in removing barriers to appropriate service provision
- rates of complaints from stakeholders
- stakeholder satisfaction with the support provided by the FRC to promote the Welfare Reform agenda
- the Commission's governance meets policy, fiscal and legislative requirements and aids the Commission in achieving its strategic and corporate objectives.

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

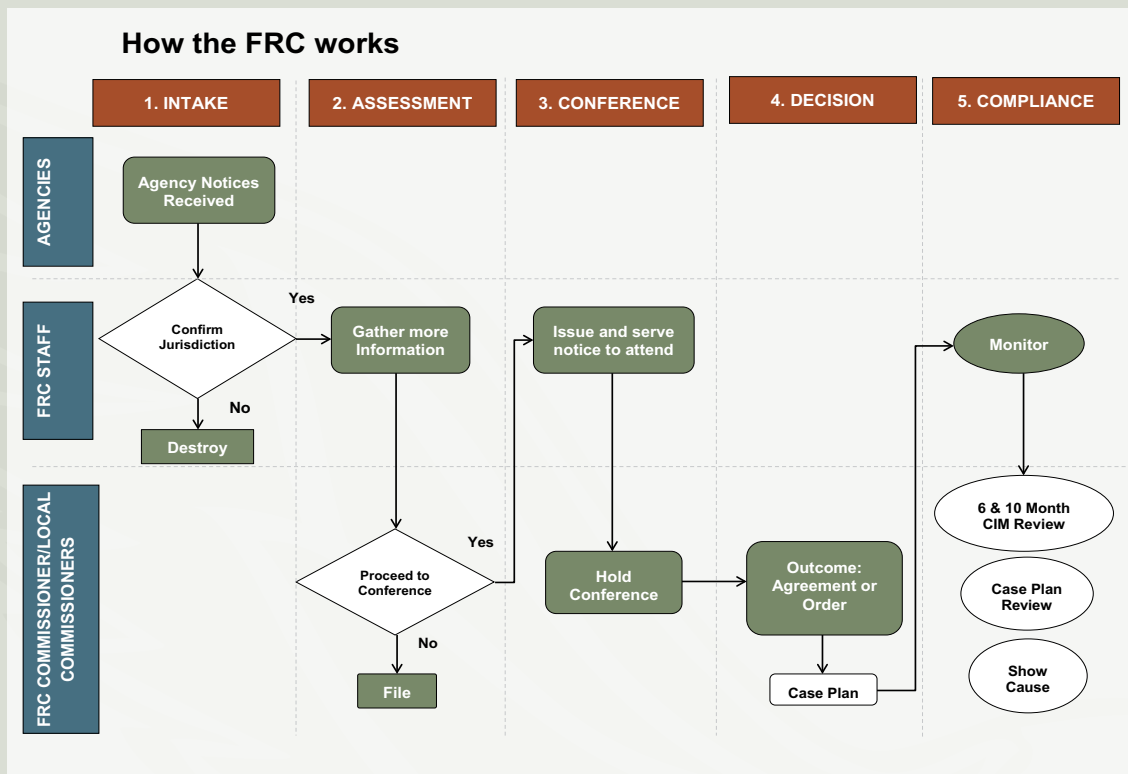
- Promote understanding of our mandate to deal with matters in a way which supports local Indigenous authority, encourages positive social norms and which promotes the rights, interests and wellbeing of children and other vulnerable persons of the community
- Promote understanding of the Commission as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

Performance indicators

- percentage of clients attending conference
- number and percentage of clients reoffending after conference
- level of Commission engagement with stakeholders
- level of community confidence in the Local Commissioners
- level of Australian and State Government confidence in the Local Commissioners
- extent to which conference outcomes are used to drive systemic change
- Local Commissioners' and community members' views are captured to inform FRC advocacy on the effectiveness of welfare reform
- the welfare reform communities value the contribution of the FRC in creating healthier and safer communities.



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. Conferences are held 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 may conference a community member who is also a welfare recipient living in an area prescribed by regulation as a welfare reform community 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.dss.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 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 and Training (DET) 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 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 five welfare reform communities, or has lived there for a period of at least three months. Upon a determination that the matter meets the relevant criteria it is deemed to be within jurisdiction. The matter 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 associated 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, domestic violence 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
- Student Case Managers (SCMs) to assist parents to ensure children attend school
- Anger and offender management programs when available 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 or 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, 75 or 90 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 (40, 25 or 10 percent) as discretionary spending. CIM orders are reviewed at the six and ten month point of the order. Some clients request extensions of the CIM order or a decrease of the percentage managed to ensure stability of their finances is maintained. Clients may also enter into a Voluntary Income Management (VIM) agreement to assist them to manage their budget 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 and conducts information sessions and updates in the communities. Service providers are encouraged to attend conference proceedings in each welfare reform 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. Together with local knowledge, additional information is sought from agencies and service providers where appropriate 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.

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



Show Cause Notices

Where a client is suspected of not complying with their agreement or order, a preliminary assessment review is conducted in regard to their attendance and engagement with service providers. Subsequent to this review of the client's compliance with the case plan, the Commissioners may request an update on the client's current income management status. If the client is already on an existing income management order with a substantial amount of time remaining, the Commissioners may either elect to continue with the current income management order and review it at the six and ten month review periods, or may increase the percentage of income management. The client may also then continue to be conferenced throughout this period should new notices be received.

Where the Commissioners recommend proceeding to a Show Cause conference the client is ordered to attend before the Commission to explain their non-compliance. After due consideration where considered appropriate a CIM order 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.



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



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 there, apart from a time spent boarding in Charters Towers. He then studied law in Cairns with McDonnell Harris & Co, today simply known as McDonnells Law. After admission as a solicitor, Commissioner Glasgow joined the long-established and prestigious firm of Roberts Leu and North and soon became a partner. He stayed with that firm for 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 served in Brisbane and the south-east for the next year. From there a placement in Cairns followed which included a year spent undertaking circuit work in the Cape York Peninsula region and on Thursday Island, where he became familiar with Indigenous communities and aware of their problems and social dysfunction. A transfer to Townsville in the position of Coordinating Magistrate followed. In that role he took a special interest in developing the Murri Court and was instrumental in preparing the functions and procedures of the Murri 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 appeared before those courts in much greater numbers than those who came from the wider community.

Commissioner Glasgow's experiences led the Bligh State Government to seek his 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 establishment of the FRC in Aurukun, Coen, Hope Vale and Mossman Gorge and the

appointment of a retired Magistrate or a person of like background to be the Commissioner. Mr Glasgow was appointed to that position on 25 April 2008. The Commissioner was, with his Commissioner Colleagues reappointed for a further term of three years from January 1 2015.

The Act provided for the trial of the Welfare 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.

On 26 January 2015 Commissioner Glasgow was awarded a Member of the Order of Australia (AM).

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 Aurukun Shire Councillor in the Local Government elections conducted on 28 April 2012 and subsequently retired from the position of Engagement Officer at Queensland Health. On 26 January 2015 Aurukun Commissioner Kerindun was awarded a Medal of the Order of Australia (OAM) in recognition of his services to the community. 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. On 26 January 2015 Aurukun Commissioner Poonkamelya was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. 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. On 26 January 2015 Aurukun Commissioner Wolmby was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. 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. In September 2014 Aurukun Commissioner Woolla was appointed to the Special Taskforce on Domestic and Family Violence in Queensland. The Taskforce was established by the then Premier, Campbell Newman and was chaired by the Honourable Quentin Bryce AD CVO, former Governor-General of Australia. On 26 January 2015 Aurukun Commissioner Woolla was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. 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, 13

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. She continued her studies at PGC and Scots College in Warwick completing Year 10 after which she attended Technical and



THE COMMISSION — WHO MAKES UP THE COMMISSION

Further Education (TAFE) in Cairns, obtaining a qualification in community teaching. On 28 April 2012 Aurukun Commissioner Koomeeta was elected to the position of Aurukun Shire Councillor in the Local Government elections. On 26 January 2015 Aurukun Commissioner Koomeeta was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. She is a Justice of the Peace (Magistrates Court) and a registered interpreter as well as a member of the Aurukun Community Justice Group.

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.



Commissioner Thomas TOIKALKIN (Wik Alkan Clan) was born in Aurukun. His homeland is Kenchrang and his totem is the White Cockatoo.

Aurukun Commissioner Toikalkin was educated at Scots College in Warwick and is currently studying to become a Minister of the Uniting Church. Previously Commissioner Toikalkin served with the Army Reserve, 51st Battalion Far North Queensland Regiment, keeping our northern borders safe. Whilst in the Army Reserve he was employed in the following areas: patrolman, boating, four wheel drive and signalman. He has also previously worked for Queensland Health as an Engagement Officer, ACT for Kids and served as a Community Police Officer for a number of years. Thomas is a foster and kinship carer for the Department of Communities, Child Safety and Disability Services. He is a traditional owner and continues to work closely with young people to ensure they receive a good education and enhance their employment opportunities. Commissioner Toikalkin resigned as a Local Commissioner on 25 March 2015 due to health reasons.



Commissioner Leona YUNKAPORTA (Wanum Clan) is one of four new Local Commissioners who commenced with the

Commission on 14 May 2015. Her homeland is Ngakyangka (near the Holroyd River) and the clan totem is the Hammerhead Shark. Aurukun Commissioner Yunkaporta holds a Certificate II in Business Administration and is currently in her third year of a Bachelor of Early Childhood Education. Since 2012 Aurukun Commissioner Yunkaporta has held the position of Indigenous Engagement Officer with the Department of Prime Minister and Cabinet. In this role she works with the Government Coordination Officer to provide information to the community about the Indigenous Advancement Strategy. She liaises with community members, clans and organisations to assist them to become actively involved in government decision-making processes, including the allocation of funding and the design and delivery of solutions to build their own future. Aurukun Commissioner Yunkaporta acts as a conduit between the community and the Department of Prime Minister and Cabinet, ensuring there are common understandings in regard to the processes and requirements of government and the needs of the Aurukun community. Aurukun Commissioner Yunkaporta has also held the position of Community Support Officer with Transition Support Services who provide support to parents and students in the transition to boarding school.

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 woomeeras, as taught by his Elders, and passes

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on traditional wisdom. Coen Commissioner Peter is also a member of the Coen Justice Group whilst providing respect and leadership as a Local Commissioner. On 26 January 2015 Coen Commissioner Peter was awarded a Medal of the Order of Australia (OAM) in recognition of his services to the community.



Commissioner Mary KEPPLE (Wik-Munkan Clan) is a Justice of the Peace (Qualified) and the Recognised Entity for Child

Safety in Coen. 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. Commissioner Kepple has been working part-time since February 2014 with RAATSICC (Cape York/Gulf Remote Area Aboriginal & Torres Strait Islander Child Care) as a Community Recognised Entity. On 26 January 2015 Coen Commissioner Kepple was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. 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 / Ayapathu 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 at the Hope Vale Campus of Cape York Aboriginal Australian Academy (CYAAA) as a School Behaviour Officer. In his role with the CYAAA he works with the children encouraging attendance, conducting the breakfast program, dealing with behaviour issues and liaising with

parents. He is deeply involved with supporting young people to ensure they reach their full educational potential, and also volunteers his time to junior sports development, providing guidance for young boys. On 26 January 2015 Coen Commissioner Port was awarded a Medal of the Order of Australia (OAM) in recognition of his services to the community.



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 Elaine Liddy has been pivotal in establishing the Lama Lama Rangers who live and work on the Lama Lama homelands of Port Stewart and is now a fulltime Cultural Heritage Adviser. She is a Justice of the Peace (Qualified) and is a highly respected leader of the Lama Lama Clan. On 26 January 2015 Coen Commissioner Liddy was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. Coen Commissioner Liddy devotes her spare time to the care of her homelands, and to passing on tradition and culture to future generations.



Commissioner Alison LIDDY (Lama Lama Clan) is one of four new Local Commissioners commencing with the Commission on 14

May 2015. Coen Commissioner Alison Liddy has born in Cairns and completed most of her schooling in North Queensland. Furthering her educational qualifications, Coen Commissioner Liddy attained a Certificate III in Indigenous Community Service and Primary Health Care. She has held many positions over the years, working in administrative positions as an Indigenous Health Worker with the Coen Primary Health Care Centre, Community Engagement Officer with the Royal Flying Doctor Service and Apunipima Health Council at the Coen Wellbeing Centre. Local Commissioner Liddy



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is currently employed at the Yintjinnga Aboriginal Corporation and the Lama Lama Ranger Service. She is also a General Foster Carer. Working locally in Coen for many years and being involved in the community has enabled her to gain a broad understanding of the issues that affect those living in Coen. Her interest in becoming a Local Commissioner was inspired through her sister, Elaine Liddy, who has been a Coen Local Commissioner since the commencement of the Commission in 2008.



Commissioner Maureen LIDDY (Lama Lama Clan) is one of four new Local Commissioners who commenced with the Commission on 14 May 2015. Coen

Commissioner Maureen Liddy has worked extensively with families and children across Cape York. Since July 2013 she has been employed at the Royal Flying Doctor Service (RFDS). Prior to her work with the RFDS Local Commissioner Liddy has held the positions of Coen Opportunity Hub Manager for Cape York Partnership, Teacher/Cultural Coordinator at the Coen State School, Coordinator Family and Community Support at the Indigenous Student Support Unit, Cluster Project Manager for Cooktown Prep to Year 12, Principal (Band 7) at the Hope Vale State School and Coordinator Cape York Strategy Unit in Cairns. She also holds a Graduate Diploma in Education and is a member of the Coen Justice Group. Her personal interests include camping, fishing, reading, 4 wheel driving and meeting people.

Doomadgee



Commissioner Christopher LOGAN (Garrawa Ghuthaarn Clan) was born in Normanton and educated at Normanton State School to Grade 10 after which he

moved to Doomadgee. Doomadgee Commissioner Logan is married to Eleanor Logan, herself a Local Commissioner, and together they have had three children of their own, raised another two from a young age and provided foster care for many more. Christopher's working life has included employment as a stockman, carpenter, Community Police Officer,

a storeman at the Doomadgee Aboriginal Community Council and work at the Doomadgee retail store. He was a councillor from 1992 to 1994 with the Doomadgee Aboriginal Community Council and the Deputy Mayor from 2008-2012. He has also driven trucks and ran the night patrol for the Doomadgee community. For many years Doomadgee Commissioner Logan was involved with the State Emergency Service and was second in charge. His strong belief in education and the importance of children attending school every day led to his commencement in the role of School Attendance Supervisor at the Doomadgee State School in 2013. Doomadgee Commissioner Logan played Rugby League for the Doomadgee Dragons from 1989-2007, captaining the side from 1989-1997 and was the club chairperson from 2008-2014. He loves to spend his weekends taking his grandchildren out bush, camping, hunting and fishing.



Commissioner David GALLAGHER (Waanyi Clan) was born, raised and educated in Doomadgee. Married to Shelley Anne Gallagher, he is the proud father of two sons and three

daughters, the eldest of whom is studying nursing at university in Brisbane. Doomadgee Commissioner Gallagher has spent nine years as a Community Police Officer, eight years as a mechanic, and is currently employed by the Doomadgee Shire Council as a road worker. Passionate about the need for qualified local residents to work towards building a thriving community, he firmly believes that education and regular school attendance is the key to a bright future. Doomadgee Commissioner Gallagher likes to spend his spare time enjoying the bush with his family.



Commissioner Elaine CAIRNS (Waanyi Lardil Clan) moved to Doomadgee from Mornington Island in 1969. She completed her junior education at Doomadgee State

School before moving to Malanda to complete Years 9 and 10. A mother of six, and grandmother and great grandmother to 12, Elaine has firm ties to several clans within the community and derives great joy from her extended family. A strong Indigenous

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woman, Local Commissioner Cairns worked as a cleaner and receptionist at the Doomadgee Shire Council, served as Deputy Mayor from 2004 to 2007, acted as Mayor for six months in 2007 and has been a Councillor since 2007. Previously Doomadgee Commissioner Cairns spent one and a half years as a chef at the Doomadgee Hospital and nine and a half years as a Centrelink agent before becoming a councillor. She has also been involved with the Indigenous Women's Forum since 2004. In her capacity with the Forum she has travelled across Australia taking a stand against domestic violence towards Aboriginal women. Her view that strong Indigenous women can make a difference to the communities in which they live drives her ambition to contribute to building a better future for Doomadgee's children. Doomadgee Commissioner Cairns loves reading, gardening and spending time out bush fishing and camping.



Commissioner Guy DOUGLAS (Waanyi / Gangalidda Clans) has always lived in Doomadgee, apart from a year spent completing his college education at Atherton High School.

Having worked as an Aboriginal Health Worker and Senior Community Worker with Save the Children, he is currently employed as a Community Police Liaison Officer. Doomadgee Commissioner Douglas is married to Cecilia and is father to five children. Guy along with his wife has spent many years volunteering with young people in the community, and as a leader of the local Brethren Church. When he is not busy coaching the local women's softball team, 'The Bushfires', he likes nothing better than to go back out on country to hunt, fish and camp. Doomadgee Commissioner Douglas is a firm believer that education must begin at home from a young age to form a strong foundation for the future.



Commissioner Isabel TOBY (Waanyi / Gangalidda Clans) was born in Doomadgee and has lived most of her life there. Married to Christopher Toby, Isabel has three sons, one daughter and two grandchildren. Having not had the opportunity to attend boarding school herself, Local Commissioner Toby is determined that

her own children will not miss out, and has sent each of them to boarding school to further their education. She looks forward to their return each school holidays when they head out bush camping and fishing. Doomadgee Commissioner Toby has worked at Centrelink, the Doomadgee Shire Council, Job Futures and as a teacher aide. She is currently employed as a team leader to Family Support Workers at Save the Children.



Commissioner Karen JUPITER (Gangalidda Clan) was born on Abingdon Downs Cattle Station and moved to Doomadgee where, apart from a stint in Boarding school, she has lived her whole life.

After completing a course in Business Administration Karen has worked at the Department of Community, Child Safety and Disability Services, the Doomadgee Hospital and as a teacher aide at the local school. She also spent seven years as a Support Worker at the Women's Shelter. From July 2009 to March 2013 Karen worked at the day care centre as a Family Support Worker. Doomadgee Commissioner Jupiter has four children of her own and has been a foster carer for five others over the past 19 years. She commenced as a School Attendance Officer in 2014, and believes that the best way forward for the future of Doomadgee's children is through a quality education.



Commissioner Kaylene O'KEEFE grew up in Mount Isa before moving to her parent's home town of Doomadgee in 1990. Married to Dwayne O'Keefe since 2001,

Doomadgee Commissioner O'Keefe is a mother to three daughters. Her past employment has included time working at the local store, in accounts at the Doomadgee Shire Council and as a Family Support Worker with RAATSIC. Kaylene hopes that her role as a Local Commissioner with the Family Responsibilities Commission will enable her to play a significant part in improving outcomes for Doomadgee families. Doomadgee Commissioner O'Keefe enjoys camping, fishing and spending time with her family, in particular her young grandson.



THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner Eleanor LOGAN (Waanyi / Gangalidda Clans) grew up in Doomadgee, before moving to Banyo College in Brisbane to complete Year 11. Eleanor continued

to further her education, gaining a Certificate III and a Diploma of Children's Services, and training towards Aged Care Management. Recognising the need for a support network for young mothers in Doomadgee, Local Commissioner Logan was instrumental in forming a playgroup for young mums. Married to fellow Local Commissioner Christopher Logan she says family is her priority. She has foster cared for many children and is currently foster caring for two young boys. Eleanor is currently the Director of the Doomadgee Child Care Centre. When not working she enjoys camping, fishing and spending time with her 11 grandchildren.

Hope Vale



Commissioner Brian COBUS (Nguurruumungu / Muuli Clans) is an Executive Board Member for the Cape York Land Council. On 26 January 2015 Hope Vale

Commissioner Cobus was awarded a Medal of the Order of Australia (OAM) in recognition of his services to the community. 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 Hope Vale Commissioner Cobus passes on sustainable management to his grandchildren whilst also passing on his well-known fishing skills.



Commissioner Victor Patrick GIBSON (Binhthi / Bulcan Clans) worked as a Student Case Manager for CYAAA in Hope Vale for three years until his retirement. 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. On 26

January 2015 Hope Vale Commissioner Gibson was awarded a Medal of the Order of Australia (OAM) in recognition of his services to his community. He remains a keen supporter of good governance and leadership for the future.



Commissioner Doreen HART (Binhthi / Bulcan Clans) currently holds the position of Cape York Empowered Communities Regional Coordinator at Cape York

Partnership. She has recently been selected as a Cape York representative for the 2015 Emerging Leaders Program hosted by Jawun. Her former roles included Community Development Officer, Living Change, in the Wunan Foundation, Chief Executive Officer for the Apunipima Cape York Health Council and 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. On 26 January 2015 Hope Vale Commissioner Hart was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community.



Commissioner Cheryl Florence CANNON is a strong, determined and motivated Indigenous woman from Hope Vale. Hope Vale Commissioner Cannon loves the

precious time she spends with her family and pottering around home tending to her garden. She has had a career in education across Cape York, teaching and in leadership roles within a number of schools. After a brief retirement, Hope Vale Commissioner Cannon's commitment to education has her currently in the role of Principal Coach with Good to Great Schools Australia, spending lengths of time in remote interstate schools. She joined as a Local Commissioner in Hope Vale with the Commission in August 2014, and thoroughly enjoys the experience. As a Local Commissioner, Cheryl's vision and values run parallel to that of the wider community and she is willing to set in motion responsibilities that bring about change for the positive future of Hope Vale.

THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner Ivan DEEMAL

(Thiithaarr 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

(Gamaay Clan) holds the position of Administrative/Accounts Officer with the Hope Vale campus of CYAAA.

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.



Commissioner Selina BOWEN is married to Ronald Bowen from the Thuupi / Dharrba Warra Clans of Hope Vale. Hope Vale

Commissioner Bowen has two children and one adopted son from the many children that she and her husband cared for over the years while being kinship carers. Both of her sons graduated from Peace Lutheran College in 2013 and her daughter attends at the Coen and Hope Vale Campus' of CYAAA. Hope Vale Commissioner Bowen has lived in Hope Vale for the majority of her life, only leaving to complete her secondary schooling in Brisbane where she graduated from Hendra High in Nunda. After leaving school her jobs have included being an Assistant Manager for the Local Food Store and an agent for the Commonwealth Bank in Hope Vale. She has been working for Cape York Partnership since 2012 as a

Parenting Consultant, delivering the Triple P program. Hope Vale Commissioner Bowen feels good parenting is vitally important as she would like other parents to also enjoy the close relationship and respect from their teenagers that she has with her children. Hope Vale Commissioner Bowen is one of four new Local Commissioners commencing with the Commission on 14 May 2015.

Mossman Gorge



Commissioner Loretta SPRATT

(Olkola / Lama Lama Clans) was born on Thursday Island but spent her infant years in Coen and Hope Vale. She remained in Hope Vale

throughout her childhood until her late teens when she met Nathan McLean, a young man visiting from Mossman Gorge. Mossman Gorge Commissioner Spratt later married Nathan and moved to the Gorge where she has resided for the past 21 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 where she can pursue her passion. On 26 January 2015 Mossman Gorge Commissioner Spratt was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. She has a keen interest in art and continues to learn new skills to complement her Local Commissioner role in the community, recently undertaking mediation training. Mossman Gorge Commissioner Spratt continues to work closely with young people and the women of her community to promote strong, healthy and supportive families.



Commissioner Karen GIBSON

(Kuku Nyungul / Kuku Yalanji Clans) was born and raised in the Mossman 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 previously held the position of Vice Chairperson of BBNI and is the current Chairperson. Other positions held include Board Member for the Cape York Land Council, Director of Kuku Yalanji Dreamtime Tours,



THE COMMISSION — WHO MAKES UP THE COMMISSION

Attendance Case Manager with Cape York Partnerships and Local Coordinator for the Family Responsibilities Commission, Mossman Gorge. On 26 January 2015 Mossman Gorge Commissioner Gibson was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community.



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 a Certificate III in Business. Positions she has held include Director, Vice Chairperson and Secretary of BBNI. She is presently the gallery attendant at the Mossman Gorge Gateway Centre. As a custodian of the Kuku Yalanji culture she has led the Mossman Gorge girls in performance at the Laura Dance Festival.



Commissioner Hadlee GIBSON (Kuku Nyungul / Kuku Yalanji Clans) was born on 5 February 1986 and is the son of Mossman Gorge Commissioner Karen Gibson. He

has one older and one younger brother and remembers moving to Coolgardie in Western Australia for a few years with his family before returning to Mossman. He went to both the Mossman State School and the High School, before completing year 11 and 12 at Shalom Christian College in Townsville. Commissioner Hadlee Gibson has two sons, Darrel Brian and Cephus. He has seen the work that the Commission had been doing in Mossman Gorge and appreciated the opportunity to help when he was appointed as a Local Commissioner in August 2014. During a period of training he observed conferencing sessions and found them to be something of an “emotional roller coaster”. He has seen improvements in Mossman Gorge with the Commission helping the community “to change in a big way”. Commissioner Hadlee Gibson resigned as a Local Commissioner on 31 March 2015 in order to care for his son Darrel.

DEPUTY COMMISSIONER

Deputy Commissioner Rodney (Rod) Curtin



Deputy Commissioner Rod Curtin was born and raised in Cairns and completed his secondary education at St Augustine’s College. He attained a Bachelor of Law degree

through the Queensland University of Technology and was appointed a Barrister-at-Law to the Supreme Court of Queensland and the High Court of Australia in 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 and advises that he thoroughly enjoys his role, the most rewarding aspect of which has been his association with the Local Commissioners. Their dedication and tireless persistence in striving toward creating a better community and setting a wonderful example for the next generation has been inspirational.

THE COMMISSION — WHO MAKES UP THE COMMISSION



Registrar Maxine McLeod



Maxine McLeod was appointed as the Registrar/General Manager of the Family Responsibilities Commission on 1 January 2015. Prior to this appointment Maxine was seconded to the Commission in November 2009 as the Registrar Support Officer. Upon the Commission migrating its human resource management and financial services in-house in 2012, Maxine was appointed as the HR and Policy Manager. In this role Maxine lead the development and application of human resource and strategic/operational policies and procedures. In the role of Registrar/General Manager Maxine is responsible for managing the registry and the administrative affairs of the Commission. A significant focus of the role includes the development and implementation of appropriate strategies to support the strategic capability of the Commission, introducing and implementing reforms and overseeing the operations of the registry.

Prior to joining the Commission Maxine was employed by the Department of Justice and Attorney-General for a 17 year period, the last of which she spent as the Regional Operations Manager for the State Reporting Bureau.

Having been born and raised in Asia, Maxine has a keen interest in travel and is an avid reader and fisherwoman.



*The Executive Management Team,
Accountant Andrea Cotten, Commissioner Glasgow,
Registrar Maxine McLeod and Client Manager Amy Barden*

SUPPORT STAFF

Local Coordinators

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

The Local Coordinators are:

Aurukun:	Ms Dellis Gledhill
Coen:	Ms Sandi Rye (Cairns based)
Doomadgee:	Mr Bryce Coxall
Hope Vale:	Ms Francesca Adams
Mossman Gorge:	Ms Sandi Rye (Cairns based)

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 17 employees:

- Commissioner
- Registrar/General Manager
- Accountant
- Client Manager
- Statistical and Research Coordinator
- Database Administrator
- Finance Officer
- Information Officers
- Senior Case Management – Administration Officer
- Administration Officer Case Management
- Administration Officers.



LOCAL COMMISSIONERS' YEAR IN REVIEW

Aurukun Local Commissioners' report

After many years of steady success the past year, and in particular the past six months, has been a time of disappointment for us with a decline in school attendance in terms 3 and 4 of the 2014 school year, and continuing anti-social behaviour such as fighting and damage to property as a result of sly grog and drugs entering our community. Distressingly in the last two terms of 2014 attendance at the primary school dropped by 5 percent on attendances in the previous year. Although attendance has improved with the new Principal in 2015 to 62 percent in term 1, and running at approximately 60 percent in term 2, there is room for considerable improvement. We have been conferencing the carers of children with poor attendance regularly, but night time disturbances including fighting, loud music and partying into the early hours continue to disturb children's sleep and seriously affect school readiness.

Notwithstanding these problems we have a core of about 50 percent of children attending school each day who are progressing well with their education. School Attendance Officers now need to pay attention to the children who are not attending regularly, and those who have not attended school all year, not just the core attendees.

The Department of Education and Training's decision to close (without community consultation) the Alternative Secondary Pathway (ASP) program for 2015 shocked us. Although this program was of questionable value in our view, to leave these young children without support at all was unacceptable. The Department agreed more appropriate solutions were needed to adequately provide for those compulsory secondary aged youth not attending boarding school, however, due to the late handover process from ASP to Cape York Partnership many of the youth were without support over a considerable period of time. Cape York Partnership recruited staff to work with these youth in term 1 and prioritised assistance in returning children to boarding school.

Coupled with the confusion and disorganisation within the ABSTUDY administration in dealing with applications in late 2014 and term 1 of 2015, many boarding school students were left in the community for much of term 1. Consideration is currently being given to having Distance Education available for these children provided from the building where the ASP program had previously operated.

We hope to make Aurukun a safer and more stable place to work and live

Policing and the maintenance of law and order in community have deteriorated since the commencement of 2015. February saw the change-over of the entire complement of police officers in Aurukun. With the exception of the new Senior Sergeant few, if any, of the replacements have had any experience of functioning in an

Indigenous community. Maintenance of a functioning and safe community is our primary objective; we are not served well by such a significant change. Better planning and an organised orderly changeover is a priority for us.

We have held meetings with the new Officer-in-Charge who has outlined plans for his new and inexperienced officers to have more community involvement and consultation and to assist our community to implement a safety plan that we can all agree upon. We are encouraged by this proactive approach to policing. Our experience with the Aurukun Safer Streets Safer Community Committee, however, has been disappointing with few practical changes completed on the ground and too much talk. A police Sergeant returned recently and is again operating temporarily in community as the Coordinator of the Police-Citizens Youth Club (PCYC). The lack of certainty of this position being a permanent one is of considerable worry for us. We have been advised that funding has been approved for construction work to commence on renovation of the PCYC building in the next financial year.

The parenting program (Triple P) delivered by the Opportunity Hub has not delivered success with regard to referrals of FRC clients. This has been very disappointing for us and the parenting staff. In our view an appropriate program should be implemented suitable for Aurukun which will support and enable parents and carers to appropriately raise the children in their care.

LOCAL COMMISSIONERS' YEAR IN REVIEW



Like many service providers operating in Aurukun, the Wellbeing Centre continues to experience difficulties in engaging and maintaining the services of clinicians and staff. The entire staff of the Aurukun Wellbeing Centre was changed in the first five months of 2015, and the manager will leave in July 2015 to take up duties elsewhere.

It is a matter of considerable disappointment to us that the Government has not as at June 30, clearly indicated that the recommendations of the Special Task Force on Domestic and Family Violence in Queensland will all be implemented with immediate effect. Commissioner Ada Woolla served on this task force and has a personal and vested interest in the outcomes.

The Newman Government adopted the recommendations of the Queensland Child Protection Commission of Inquiry which we welcomed. The safety and wellbeing of our children is our primary concern. We want matters dealt with promptly and initially by the community as recommended by Commissioner Carmody. We hope the present Government will proceed promptly with the establishment of the community groups charged with this responsibility.

We are encouraged by the progress being made by the Griffith University Neighbourhoods Project with on-the-ground implementation on a range of prevention activities aimed at increasing children's safety.

The work carried out by Cape York Employment (CYE) since it commenced operations in 2013 has assisted our people and our environment. Employment of our people in real jobs is a genuine challenge and is vital to transitioning our people out of a welfare mentality. Equally important, it is necessary for our people to accept their responsibilities to comply with their obligations. We have noted in conferences over the past 12 months that clients are now more aware of their responsibilities for reporting and attending training. The work programs organised and supervised by CYE have brought about change in the community which is now cleaner and tidier. Activities organised by CYE include the external painting of the Justice Group building, landscaping and gardening.

The Restorative Justice Program (a mediation program between victims of crime, offenders and the community to discuss and resolve an offence) commenced this year, initially with limited success and acceptance. Since the engagement of a local person, and the assistance of the Justice Group, there has been improvement in community understanding of the processes involved and what can be achieved through mediation. Only time will tell if the funds allocated to this program were well spent.

Queensland Health is yet to explain to our community how, in the period between December and January (six weeks), it hired an unqualified professional to work in the Medical Centre. This person provided medical care and medications to many men, women and children in our community before the fraud was discovered. What followed was a complete change of medical staff, with the welcome exception of Josh Stafford who continues as Director of Nursing of the Clinic.

Another continuing disappointment is Queensland Health's inability to service Aurukun with a mental health professional trained to help children and the young. Funding has been available for the past year, however, the position has remained without a permanent appointee leaving our children deprived of help.

The Aurukun Shire Council (of which three of us are Councillors) has worked to improve the lives of, and facilities available to, our community. This task over the past seven months has been made much more difficult with the failure of some of our Government departments and service providers to deliver effective services. This failure can be attributed in the main to difficulties in retaining and recruiting appropriate staff.

We hope for the engagement of a school nurse later this year, a revitalised Wellbeing Centre, a proactive and appropriate Parenting Program, improvement of law and order in community and a commitment by community members and Government organisations to work together to make Aurukun a safer and more stable place to live.

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



LOCAL COMMISSIONERS' YEAR IN REVIEW

Coen Local Commissioners' report

The Coen campus of CYAAA primary school attendance rates have continued to remain strong, ranging from 87.9 percent in term 3 2014 to 96.5 percent in term 1 2015. We believe this strong performance is a reflection of the ongoing positive relationship between the community, the school and stakeholders. The school has been proactive as well with the school principal, Mr Glen White, and teachers doorknocking the homes of enrolled students to remind parents of the back to school start dates each term.

On the other hand, many of our youth have presented a challenge in terms of meaningful engagement. This challenge has been met through several strategies, one being the Balkanu Working on Country Ranger programs which commenced in August 2009. These programs commenced through a tri-partnering agreement with the Department of the Environment and Heritage Protection and the relevant Traditional Owner groups of:

- Kalan Ranger Service/Toolka Land Trust
- Lama Lama Ranger Service/Lama Lama Land Trust and
- Nyungkal Ranger Service/Bana Yarralji Corporation.

The development of a Lama Lama Junior Ranger Program situated at Port Stewart provides a cultural skills program, a work readiness program, conservation management and work experience for those aged 16 years and older. Children under 16 years of age can participate in a Junior Ranger Program during the school holiday periods.

As Local Commissioners, during conferencing we yarn to parents about their options, always emphasising the need for our children to complete their schooling. We know that the future of our children depends on a good education.

We have faced a new challenge this year - sitting in conference alone without Commissioner Glasgow present. We consider that the opportunity of sitting alone as Local Commissioners is recognition that we have earned some respect, both within the Commission and the community. We have demonstrated that we can show leadership and have done so with empathy and the best interests

*Together we are
making an impact*



Shakani Mundraby, Maggie Liddy, Liam Mattisey, Nellie Sailor and Reyonce Bassani

LOCAL COMMISSIONERS' YEAR IN REVIEW



of the Coen community in mind. Our clients and the community realise that we are here to support them and to encourage them down a path which will be more fulfilling for themselves and their families.

On 14 May 2015 we welcomed to our ranks two new Coen Local Commissioners, Maureen Liddy and Alison Liddy. We are very pleased that they have joined us and look forward to utilising their added local knowledge and community experience in our conferencing.

During this year Sergeant Alan Dewis commenced in the role of Officer in Charge of the Coen Police Station. Sergeant Dewis has spent his initial time with us focussing on forging strong positive connections between the police and community members. We feel that these efforts have created better relationships in our community and we are pleased to encourage and assist him in continuing his engagement.

A new Day Respite Centre opened in Coen and has proven to be a popular hub, particularly for the community's elderly residents. The Day Respite Centre provides support for carers giving much needed time off, whilst caring for people with dementia and additional behavioural problems. The centre provides the residents with a range of stimulating activities to keep them engaged.

Domestic violence continues to be an issue within the community, particularly when fuelled by alcohol consumption. We talk to clients and offer support to victims and guidance to perpetrators. To provide this support we work alongside service providers to educate the community on the prevention of domestic and family violence. We encourage our community and other services providers such as the Wellbeing Centre, Coen Police, Apunipima and Queensland Health to work together to find a solution to the community's problems. We see that we are all in it together and must walk this road hand in hand.

At the conclusion of this year we would particularly like to commend those at the Wellbeing Centre who have worked closely with us to provide services to the community. Our relationship has grown since 2008 and we feel that together we are making an impact.

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





LOCAL COMMISSIONERS' YEAR IN REVIEW

Hope Vale Local Commissioners' report

The past twelve months have proven successful for the community of Hope Vale, and we are proud to see our clients continue to better their lives with our guidance and assistance. Many have demonstrated a noticeable change in their lives by giving up alcohol and drugs and ensuring their children attend school. Behaviour at school has also improved in many instances. The past year has also been successful for the Commission with the appointment of two new Local Commissioners in Cheryl Cannon (August 2014) and Selina Bowen (May 2015) boosting Local Commissioner numbers to seven. The recruitment of the additional Local Commissioners has allowed for greater flexibility in convening our regular fortnightly conferences.

At the beginning of 2015 we farewelled our Local Coordinator, Ray Lennox, who worked with us since March 2012. Ray has moved on to 'greener pastures' and looks forward to spending quality time with his partner and young son. We welcomed Francesca Adams to Hope Vale as the new Local Coordinator and she brings with her years of experience working for the Department of Justice and Attorney-General in various locations throughout Queensland. Francesca has also worked closely with numerous Indigenous communities delivering the Remote Indigenous Justice of the Peace Program and providing an administrative support role to Community Justice Groups.

We would like to commend the Principal at our school in Hope Vale for his tireless commitment to the children of our community. He and his team juggle many hurdles daily in providing education to our children. They work with us to increase school attendance and deal with behavioural issues. We have utilised the expertise and knowledge of school staff during the conferencing process to tackle these issues. The school staff, including the Attendance Case Managers and Behaviour Teachers, assist us to highlight in conference the reasons behind the recording of non-attendance due to late arrivals, walk-outs or sick notifications. They work with us to improve a child's behaviour and have initiated a reward program for improvement in positive behavioural change. Regular meetings were scheduled throughout the year to discuss particular children's non-attendance and the avenues to bring their parents/carers in for conference.

Our secondary school aged youth continue to be a challenge in our community with over 30 of them awaiting the opening of the Holy Spirit College in Cooktown. The Holy Spirit College is a Catholic co-educational Special Assistance School due to open in 2015 which aims to foster a culture of inclusion whilst providing for the educational needs of students "...regardless of their abilities, backgrounds and aspirations". Hope Vale has experienced many of its local disengaged students between the ages of 12 and 18 years resorting to crime as they are not able to attend a school facility on a daily basis. Once the college is opened and able to host these disengaged youth, hopefully they will successfully adjust to school life as week day boarders and take advantage of this second opportunity in the education system, returning to the mainstream schooling option when able.

Our community is assisted by many government and non-government service providers, however, we have observed that coordination of services and inter-agency cooperation has proved problematical. We consider this is a major challenge for us, and we have worked with various agencies to initiate ways of working together for the benefit of the community by improving referral pathways and encouraging regular meetings to build a greater understanding of what we, as a community, need to provide for our people.

LOCAL COMMISSIONERS' YEAR IN REVIEW



Some of the local community initiatives we support and commend include:

- the Hope Vale Banana Farm and Market Garden providing employment for many locals
- the upgrade of gazetted roads to provide safer access for our community
- My Pathways who work collaboratively with the Hope Vale Foundation and Congress to increase employment opportunities for locals
- the Hope Vale Men's and Women's Groups who have continued to meet on a weekly basis and encourage the health of the community
- the Hope Vale Cultural Centre which provides a gathering point for Elders to apply their cultural knowledge in artwork and
- the Indigenous Knowledge Centre which safeguards much of Hope Vale's local history for our younger generations.

Our attendance at the annual Local Commissioners' Development Week was a huge milestone for us. We met and heard from six new Local Commissioners from Doomadgee. The week was jam-packed again with external visits to Quigley Street Rehabilitation Centre, Peace Lutheran College and Lotus Glen Correctional Centre where we were overwhelmed to discover the number of Hope Vale men in residence. The looks on their faces when they saw us was wonderful and we all quickly caught up on local 'yarns' and provided family updates. During the remainder of the week we heard from many stakeholders including the Department of Communities, Child Safety and Disability services, Centrelink (ABSTUDY overview), Department of Prime Minister and Cabinet (new changes for clients on Centrelink effective from 1 July 2015), Cape York Partnership (Empowered Communities), Cape York Land Council (land disputes) to name a few. Once again this week provided us with many opportunities to liaise with stakeholders and to have lengthy discussions and debate relevant issues with our fellow Commissioners.

As we approach the end of another financial year during which we have conducted numerous conference sittings we wish to highlight what we consider to be our major achievement. We have been able to convene conferences 'on our own'! Commissioner Glasgow has given us the opportunity to sit alone without him in attendance (as provided for in the *Family Responsibilities Commission Act 2008*) and during a recent visit by Commissioner we considered it a huge compliment when he left the room and allowed us to take the reins!

We wish to conclude on a positive note for the year by commending one of our clients who has achieved

We are proud to see our clients continue to better their lives with our guidance and assistance

major positive changes in their life. The client has demonstrated their capability to make life changes and take on responsibility for their family. This particular client now knows that there are numerous support mechanisms available in the community

(aside from the FRC) and that these support mechanisms are available to any person wishing to achieve their goals. The client's positive outcomes through FRC conferencing, and also the positive outcomes of many of our other clients, have been possible through us inviting service providers to conference and encouraging their holistic treatment of the client. We would like to pass on our thanks to the Department of Communities, Child Safety and Disability Services, the Department of Housing and Public Works, the Hope Vale Community Justice Group Coordinator and clinicians from the Wellbeing Centre.

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



LOCAL COMMISSIONERS' YEAR IN REVIEW

Mossman Gorge Local Commissioners' report

Our community has seen many improvements over the past year. The Department of Housing and Public Works has recently renovated the community's houses, painting inside and out, installing new stoves, erecting new fences, pouring new concrete driveways and building new carports. We now have a new playground with an area for community gatherings. With each improvement, however, there can be drawbacks and the playground has presented a new challenge for us. Although the area has mostly been used positively, it has also become a convenient place for our teenagers to hang out late at night. Graffiti has already been a problem and we are unhappy that what is a benefit to the community is being defaced. Although graffiti occurs in all communities, ours is a small community and as Commissioners we are challenging this negative behaviour.

We feel that one of the most positive initiatives from Welfare Reform has been Mpower. Mpower educates community members to manage their money and build their financial capability. We continued throughout the year to refer our clients to Mpower, where we have identified the program would be of benefit in their particular circumstances. We had found, unfortunately, that many of our clients were not attending Mpower frequently, or utilising the Mpower services to their full benefit. We worked with Mpower staff to find a solution and now have a new process in place. We reschedule clients to conference for a review of their case plan and ask clients to complete a budget within a four week timeframe. There has been a positive response from all parties involved who now realise that this strategy can work to their benefit.

The above is an example of how collaborating effectively can achieve good outcomes. For collaboration to occur, good communication is necessary. We would like to see improved collaboration and communication between the stakeholders servicing Mossman Gorge as some outside services work in isolation. Working in isolation ultimately impacts on clients. For example when the PaCE (Parents and Community Engagement) team, employed by the Ngoonbi Co-operative Society first came into community around August/September 2014, there was some confusion as to their role. Although the PaCE team had good intentions and touched base with some providers, it seemed somewhat disjointed. We would like to see organisations come through BBNI first, from where they could then be directed to the right way to be introduced into community. Organisations should be introduced to the community through monthly stakeholder meetings. These meetings are chaired by Emma Burchill (Senior Advisor, Prime Minister and Cabinet) and participation has seen an improvement in collaboration between those attending.

School attendance has always been one of our primary concerns. We have seen improved school attendance for primary students when the school case manager's hours of work increased. Similarly, when the school case manager has not been in attendance at the school, greater student absences have occurred. Secondary school non-attendance has been quite high although this has been counterbalanced with a number of Mossman Gorge students applying for boarding schools. We feel there is a lot more work to be done around school attendance and educating parents on their responsibility to get their kids to school, and we will continue to bring clients to conference and convey the message that going to school regularly matters. We would like to see more programs conducted during the school holidays for children who have nothing to do, and nowhere to go. We are true believers that an active body makes for an active mind.

The BasicsCard has continued to challenge us this year. On a number of occasions clients who had been placed on the BasicsCard came into our office with an aggressive attitude. We expect this to occur from time to time, however, each client is different and we are learning that each client also requires a different approach. This 2015 Commissioner Development week included a particularly useful workshop called 'Handle with Care' which taught us some useful skills on how to cope with difficult clients. The workshop

We grow stronger each year whilst continuing to conference alone

LOCAL COMMISSIONERS' YEAR IN REVIEW



gave us strategies to manage a potentially violent situation. As part of the training we were reminded of the importance of self-care and ways we can revive ourselves for endurance.

We have been on a long journey to build up strength and become a voice for Mossman Gorge. The community still suffers the impact of people from other regions visiting us and abusing our boundaries by ignoring or pulling down dry house signs, drinking and partying with loud music, fighting and causing disruption. It is a difficult task for us to challenge these people as we have no power to conference outsiders.

We grow stronger each year whilst continuing to conference alone. We have found ways that work for us in conference. Prior to a conference starting and the client entering the room, we will yarn up about who will lead the discussion for each client on that day. This may be for various reasons. For example, one of us may have had some stern words with a client through the week leading up to conference about another matter, or one or more of us could be close to the families. These yarns usually set out some options on the direction the decision will go, depending on what the client shares. That way we know we are all in agreement and have up to date information before the client walks through the door.

Commissioners have welcomed the 90 percent income management and taken seriously the responsibility that comes with the decision to place clients on the highest percentage. We have found it is usually clients that are resisting 'Welfare Reform' as our new way in community who are the ones that end up on the higher percentage. We have witnessed over the past year that some of our mob who were placed on 90 percent income management along with a case plan tend to slowly come around and eventually attend conference.

Another significant change Commissioners have noticed when some of our mob are on 90 percent income management, is that their overall appearance improves; they are dressed better. The less money for grog and cigarettes, and the more money for essentials has a positive effect on wellbeing.

We Commissioners are consistently working to help our mob and avoid confrontation. We see most of our community members acknowledge welfare reform; some embrace it, but there is still a lack of respect from some toward us as Local Commissioners. We still have a long way to go and there is a lot of work to be done for our community.

Mossman Gorge Commissioners Loretta Spratt, Karen Gibson and Karen Shuan



Playground at Mossman Gorge



LOCAL COMMISSIONERS' YEAR IN REVIEW

Doomadgee Local Commissioners' report

The FRC has worked over the last year with the Doomadgee community to gain their trust and educate the community members and service providers on FRC processes and how it can support families.

We as Local Commissioners are growing in confidence with every conference held and are all enjoying the position to support our community. During conferencing our three main focuses are to engage, encourage and assist our clients. We tell them we are not there to growl at them, but that the children of Doomadgee are our future and we aim to support them to create a stronger family life. We know all our clients very well and a lot of them are family. We take pride

We are very proud to be the face of change

in our work. Having tough conversations with families has been difficult, but the community is starting to understand how the FRC works, and as a group we do not mind having these difficult conversations. We know it will benefit our

community and assist its future growth.

As we have not had the power to income manage, we are using our time with clients to engage them with the excellent range of service providers available in the Doomadgee community. All the service providers that we are working with including the Doomadgee State School, Wellbeing Centre, Child and Family Centre, Community Health and more have been very supportive of us as Local Commissioners and have been proactive with clients that we have referred to them. The Doomadgee community is currently working on a collaborative case management model which will see service providers meet to discuss specific clients and make sure they are receiving the best support possible. We consider this to be very beneficial to our clients and we know, as both community members and FRC Local Commissioners, that some of the dysfunctional households need a wide range of support to work towards a stronger family life.

Our main focus over the last year has been supporting families with their children and specifically focusing on school attendance. We are continuously stressing to our clients the importance of education for our children's future. We have had a disappointing start to the year with school attendance due to sorry business in our community. We know how important the mourning process is for our families, but at the same time our children should not miss a day of school. A recent change of Principal has also disrupted the smooth flow of the school and we believe this affected the Doomadgee school attendance. The beginning of Term 2 2015 saw Paula McGuire take the role of Doomadgee State School Principal. She is already working very closely with us and we have told her that we are here to support her in her position, to work together and aim for better results in the coming year. We are privileged to have the Remote School Attendance Strategy (RSAS) at the school, which employs several Student Attendance Officers to engage parents to increase school attendance. We see this as a vital part of our community and the work we do at the FRC.

We as a team are excited by the new management at the school and we want to use this to make a fresh start with those community members that have previously had bad experiences at the Doomadgee State School. This is our community and our school, and unless we as a community make changes, our children will suffer. We are very proud to be the face of change and we are looking forward to further engaging clients and seeing better results coming out of the Doomadgee State School. We know our community is strong and can achieve this.

Doomadgee Commissioners Eleanor Logan, Kaylene O'Keefe, Karen Jupiter, Isabel Toby, Guy Douglas, Elaine Cairns, David Gallagher and Christopher Logan

REGISTRAR'S YEAR IN REVIEW



From the desk of the Registrar

This year marks the seventh year for the Commission. Queensland's Welfare Reform initiative commenced in 2008 and as with previous years the Commission has seen many landmark developments both within and outside the Commission. During this reporting year there was a change of State government and therefore a change of ministerial responsibilities. The Honourable Curtis Pitt MP became the Treasurer, Minister for Employment and Industrial Relations and Minister for Aboriginal and Torres Strait Islander Partnerships on 16 February 2015. This annual report outlines the progress the Commission has already made in contributing to the Government's objectives for the community. It also recognises the ongoing work across the welfare reform communities throughout the past year.

Following an extensive consultation process the community of Doomadgee was prescribed as a welfare reform community area on 7 August 2014 and eight respected Doomadgee community members were appointed by the Governor in Council as Local Commissioners. The outcome of consultations demonstrated support for the Commission to address child safety concerns and school attendance. The new Local Commissioners were each subjected to rigid recruitment processes prior to appointment, after which each participated in intensive induction and training to prepare them for the important roles they will play in the Welfare Reform agenda. A large number of notices were received by the Commission from the then Department of Education, Training and Employment identifying children with a high level of non-attendance and the Commission commenced conferencing on 4 November 2014. As at the commencement of conferencing in term 4, school attendance was reported at 56.6 percent. For the 2015 school term Deputy Commissioner Curtin held conference sittings in Doomadgee on five occasions comprising a total of 10 conferencing days. Official statistics available from DET for Term 1 2015 show 59.8 percent attendance, a promising start to the school year, albeit without the ability of the Commission to income manage in the community as yet.

Although it is early days, the Commission believes the community's willingness to appear and be conferenced by Local Commissioners is reflective of an acceptance of the Commission. The Commission has been heartened by the support from the Doomadgee community and commends the Doomadgee Local Commissioners for their commitment, confidence, compassion and wisdom. They have displayed an understanding of the importance of welfare reform and conveyed this to clients attending conferences. There is little doubt that these Local Commissioners will play a vital role in the success of the Commission and welfare reform in Doomadgee.

From the commencement of the 2015 calendar year a review of expenditure was undertaken and major efforts made to cut current and projected expenditure. Additionally, due to the departure of the Registrar in December 2014, the Commissioner undertook a restructure of the Commission to reduce the cost of operations. As a result of this restructure I transitioned into the position of Registrar/General Manager on 1 January 2015, incorporating my functions of Human Resource and Policy Manager. Upon the departure of the Executive Officer (Management) in February 2015, the new position of Accountant was created and the Commission welcomed Andrea Cotten into this role. The Commission also welcomed Francesca Adams into the vacant position of Hope Vale Local Coordinator in January 2015 following the departure of Raymond Lennox.



REGISTRAR'S YEAR IN REVIEW

An operational summary of the past financial year demonstrates that, as with previous years, there has been a consistent and challenging workload with a total of 3,791 notices within jurisdiction received which resulted in 2,296 conferences held, 186 referrals made to service providers and 6.84 percent of clients on case plans as at 30 June 2015. A total of 238 Conditional Income Management orders were issued throughout the same period.

The Commission reported in its last annual report that following an independent evaluation of the CYWR trial released in 2012, the Institute sought an increase to the maximum rate of income management from the existing 75 percent to 90 percent. The increase was effected from January 2014 and the Commissioners have used the imposition of 90 percent income management as an additional tool to encourage those members of the communities who show significant resistance to measures already placed upon them to comply with orders. Of those clients placed on 90 percent income management, approximately 29 percent have subsequently had their orders reduced or revoked during the year. Income management has also been utilised as an incentive rather than a disincentive in regard to school attendance. At conference clients who are the subject of Income Management Orders are shown a pie graph of their child's attendance, and encouraged to increase their child's attendance in order to come off income management, or have it reduced. The Commissioners report that there has been a favourable response to this strategy.

School awards were held in December 2014 in each of the five communities. Prizes were provided for attendance achievements which the Local Commissioners proudly presented at each ceremony. This is an annual event for the Commission and we view these awards as providing positive recognition and support for those students (and their families) who regularly attend school, and also as an incentive for those students who wish to improve their attendance.

The Commissioners and FRC staff attended the annual Local Commissioner Development week in late May 2015. Progressively each year the Local Commissioners have become more proactively involved in this week and its activities, and have adopted leadership roles in negotiations and workshops. A full report of this week can be found at page 44. We are immensely proud of the development of the Local Commissioners and the building of local authority in each of their communities. Since the addition of s50A to the Act enabling the Local Commissioners to convene conferences in their own right, these conferences have increased from 106 in 2010-11 to 769 this financial year, and up from 219 in 2013-14. I commend the Local Commissioners for their dedication and leadership. The concept for the Commission was that it would be a statutory body which would empower local Indigenous people to take responsibility for the enforcement of the obligations and the rebuilding of social norms - delivered by Indigenous people for Indigenous people. The Local Commissioners have met this expectation admirably.

As previously stated, the Commission is in its seventh year, and except for two recent recruitments, the average length employed for a staff member is between four and five years. I acknowledge the dedication of all those who have joined our Commission family since its inception. We comment frequently on the work of the Commission in terms of its 'engagement' with the communities. I believe that term can also be used when referring to the staff who work for the Commission, staff who have made it possible to achieve what we have to date. Regardless of the position filled, each and every staff member has been entirely 'engaged' with their work at the FRC. They have been 'engaged' with our objectives, 'engaged' with the workload and 'engaged' with delivering service to the Commission and to our clients. It takes a team, and I consider myself fortunate indeed to have a very dedicated one.

REGISTRAR'S YEAR IN REVIEW



The Commission works in conjunction with stakeholders to fulfil its obligations under the Act. Their ongoing professional assistance and collaboration is also very much valued in terms of our external partners. DATSIP has worked tirelessly to assist the Commission in reviewing the Act in order to deliver better outcomes for welfare reform. I acknowledge their support and the support of other agencies in providing services to the communities. We expect that our combined efforts will continue to deliver significant outcomes, however, the Commission acknowledges that there remains the need to source further support programs to both enhance the effectiveness of existing delivery and to offer additional support services to tackle substance abuse, gambling and other dysfunctional behaviour.

Commissioner Glasgow has always been a hands-on strategic leader who has made the Commission the success that it is today. Having said that, the road is never smooth and the Commission has had to grow, change and challenge itself to meet the expectations of the communities it serves. Deputy Commissioner Rod Curtin has ably supported the Commissioner, establishing Doomadgee as a welfare reform community. I admire them both for their personalised style of leadership which does not give lip service to welfare reform, but enthusiastically embraces it.

Maxine McLeod

Registrar and General Manager



Cairns based registry staff



LOCAL COMMISSIONER DEVELOPMENT WEEK

The week beginning 25 May 2015 saw the commencement of the Commission's Local Commissioner Development Week. The Development Week is an annual event where the Local Commissioners travel from their respective communities to convene in Cairns for a program of training, information sessions and networking activities. The agenda for the week is nominated and approved by the Commissioners and includes events and activities such as

- specific training in areas identified and requested by the Local Commissioners
- meeting with senior officers of government departments and agencies who provide service delivery in their communities
- updates on Commission procedures and processes
- presentations from service providers and stakeholders and
- participation in workshops to address common issues, review strategies and source solutions.

As some Commissioners were still en route on Monday morning, the 2015 Development Week commenced with the Commissioners separating into groups to visit a selection of sites based on nominated preferences. Options included Djarragun and Peace Lutheran Colleges, Red Cross, the Quigley Street Night Shelter and the premises of Youth Empowered Towards Independence. Aurukun Commissioners remained at the conference venue for community specific discussions on the Alcohol Management Plan and proposed Jail to Jobs program.

The official opening of the Development Week was conducted in the afternoon of the first day and included a traditional welcome by Henrietta Marrie. Henrietta Marrie was born and raised in Yarrabah, Queensland. Amongst her many achievements, Henrietta has a Diploma in Teaching and a Graduate Diploma of Arts (Indigenous Studies). Additionally she undertook a Masters in Environmental and Local Government Law (through Macquarie University). Henrietta was the first Aboriginal Australian to be appointed to a full-time position in a United Nations agency.

Following the traditional welcome, Amy Barden, the Commission's Client Manager, outlined the agenda for the week and thanked the Commissioners for their guidance in developing an effective week with relevant learnings. Commissioner Glasgow then addressed the gathering, welcoming the Local Commissioners and thanking them for their hard work and dedication throughout the year. Commissioner Glasgow acknowledged the need for new challenges and opportunities moving into the future, and committed to pursuing further amendments to the FRC Act to allow Local Commissioners to expand their decision-making powers in conference. Local Commissioners were encouraged to question presenters throughout the week, and to make suggestions and provide feedback.

Deputy Commissioner Rod Curtin introduced and presented a brief profile on each of the new Doomadgee Local Commissioners to the conference delegates. Registrar Maxine McLeod followed introducing all present to the Cairns Registry staff and outlining their roles within the Commission. Following this introduction Maxine advised on the appointments of new Local Commissioners for the communities of Aurukun, Coen and Hope Vale.

The afternoon of the first day continued with the launch of author Gordon Dean's second book on the Commission, 'The Fire Within'. 'The



*Local Commissioners Shuan and Kepple, Mr Gordon Dean,
Local Commissioners Kerindun and Deeral*

LOCAL COMMISSIONER DEVELOPMENT WEEK



'Fire Within' tells the stories and histories of those people without whom the FRC could not exist – the Local Commissioners. The book records and preserves their accounts, their concerns, their fears and hopes for a better future. It gives an insight into the lives of those who worked (and continue to work) so hard to build a better future and ensures their recollections will not be forgotten.

A 'round table' forum prior to the evening meal provided the Local Commissioners with an opportunity to debrief on the events of the day and engage in active discussion on a variety of subjects including the problems of alcohol, drugs and unemployment in the communities, high student absentee rates due to funerals and bullying. The Commissioners were able to share their experiences and knowledge on strategies in dealing with client responses to CIM orders with the Doomadgee Local Commissioners who are yet to be able to income manage clients.

A visit to the Lotus Glen Correctional Centre and farm gave Local Commissioners the chance to view the training, industry and farm work opportunities offered to prisoners. Seventy percent of Lotus Glen's prisoner population is comprised of Aboriginal and Torres Strait Islander people, a number of whom are from the FRC welfare reform communities. Aurukun Commissioners were particularly interested in training provided in the prison that would aid released prisoners in their transition back into community.

The next day representatives from the Department of Prime Minister and Cabinet attended the conference to present to the Local Commissioners a detailed seminar on the Work for the Dole program. The program was initially rolled out to select communities in 2014 and will move to a full national scheme from 1 July 2015. Work for the Dole will enable job seekers between 18 and 50 years to learn skills that will enable them to remain actively engaged in their local communities while they seek employment. Centrelink Remote Services Team members also conducted a question and answer session with a particular focus on ABSTUDY. The presenters outlined the terms of financial assistance available to parents of community children who need to travel to boarding school to continue their education from Year 7 onwards.

Outcomes from the Carmody Inquiry into Child Protection were presented to the Commissioners by officers from the Department of Communities, Child Safety and Disability Services. Of the 121 recommendations the government accepted 115 outright and gave in-principle support to the remaining six. Key outcomes included a new child safety framework (Family and Child Connect) to commence rollout from January 2016, diverting families from the child protection system and addressing the over-representation of Aboriginal and Torres Strait Islander children. The report praised the workings of the FRC with a suggestion for the model to be implemented in other Aboriginal and Torres Strait Islander communities.

Wednesday afternoon saw Commissioner Glasgow and his fellow Local Commissioners formally presented with their Order of Australia awards at an Australian Honours and Awards Investiture Ceremony conducted by His Excellency the Honourable Paul de Jersey AC Governor of Queensland. Invited guests shared a celebratory afternoon tea after the ceremony.

On the last day of the conference a comprehensive seminar on Resilience, compiled by Psychologist David Cherry, was facilitated by a colleague Psychologist Kate Skilbeck. The seminar covered topics such as irrational concerns, dealing with aggressive individuals, strategies for building resilience, and self-care. The workshops were customised to be particularly relevant to the often difficult situation the Local Commissioners face when working as leaders of change whilst living in their communities.

Since 2009, the annual Commissioner Development Week has proven to be an invaluable tool in building on Local Commissioner relationships, knowledge and skills, and a sound investment in the people who carry out the work of the Commission in community.



OUR PERFORMANCE — REVIEW OF OPERATIONS

Operational highlights

The following report details our performance for the period 1 July 2014 to 30 June 2015. The work of the Cairns Registry increased this year with the addition of Doomadgee as a welfare reform community and the Commission met the additional challenge with minimal disruption. The increased workload was successfully absorbed by rationalising client management related processes and procedures. The Client Manager along with the Client Management and Intake staff worked as a team to map processes and work flows, analyse procedures, redesign as required and effect incremental process changes which were then monitored for efficiencies. As part of this review changes were effected to the Commission's Customer Relationship Management (CRM) database to replace what were previously manual functions. The Commission's client base increased this year with 30 new Aurukun clients, 9 new Coen clients, 32 new Hope Vale clients, 9 new Mossman Gorge clients and 210 new Doomadgee clients.

The Local Commissioners continued to challenge themselves this year and embraced their independence by conducting conferences without the presence of Commissioner Glasgow. As a result there were 769 conferences conducted by three Local Commissioners, an increase of 550 from the 2013-2014 reporting year. The Commission supports and encourages this increase by facilitating training opportunities for the Local Commissioners to ensure they are emotionally resilient, confident with their abilities and upskilled to be able to implement new concepts and ideas to utilise in conference. The Commissioner and Deputy Commissioner have continued to provide feedback and advice to the Local Commissioners on their journey to independence. Whilst the Local Commissioners are encouraged by their progress, they do continue to seek the Commissioner and his Deputy's attendance at conference for support in certain circumstances and with certain clients. Subject to section 64(2) and 85 of the Act, the Commissioner's or Deputy Commissioner's endorsement is also sought on all income management outcomes and Show Cause Notices. In this 2014-2015 reporting period the Local Commissioners have sought a reconvening Commissioner for 150 conferences.

Whilst the Local Commissioners through community based presentations have remained aware of the government and non-government services available to their community members, they have again sought the use of family based solutions and personal responsibility undertakings (monitored through further conferences) and to use school attendance targets in conference discussions (again monitored in repeat conferences) as a focus for measuring the client's willingness to implement behavioural change, rather than direct referrals to service providers. In January 2015 the Client Management database was adapted to capture these outcomes and can identify 144 occasions where this strategy has been applied.

School attendance rate for 2008-2015 term 2

School attendance data	Aurukun community primary ⁶	Aurukun community secondary ¹	Coen ^{2,6}	Doomadgee ³	Hope Vale ⁶	Mossman Gorge community ^{2,4}
Prior methodology ⁵						
Term 2 2008	44.0%	19.8%	96.8%	53.1%	87.6%	60.9%
Term 2 2009	68.8%	40.3%	93.6%	52.0%	86.9%	81.6%
Term 2 2010	64.7%	32.7%	92.2%	57.2%	83.5%	79.1%
Term 2 2011	73.2%	51.5%	86.6%	52.7%	78.6%	79.5%
Term 2 2012	61.5%	17.4%	88.5%	51.9%	78.8%	74.7%
New methodology						
Revised term 2 2012	61.3%	15.6%	87.9%	49.9%	77.3%	70.0%
Term 2 2013	63.4%	-	89.3%	46.8%	70.2%	84.0%
Term 2 2014	64.7%	23.2%	92.6%	59.8%	77.6%	64.0%
Term 2 2015	57.5%		88.7%	55.9%	83.3%	67.2%

OUR PERFORMANCE — REVIEW OF OPERATIONS



1. In 2013 Aurukun secondary campus schooling transitioned to the Alternative Secondary Pathway (ASP) program facilitated by WCC. Term 2 2013 attendance rate for WCC – Aurukun Secondary Campus has been withdrawn from the data table because administrative processes used at the school during that period resulted in attendance rates that were not comparable over time, or with other schools. Effective from 1 January 2015 DET closed the ASP program.

2. Caution should be used when examining the percentage changes in attendance for both Coen and the Mossman Gorge community. Both these have relatively small numbers of students and a small numerical change can result in a large percentage difference in the overall attendance figures.

3. Doomadgee State School operates on a weekly schedule of four extended days (8:30 am to 3:00 pm - Monday to Thursday) and one short day (8:30 am to 12:30 pm - Friday). The current counting rule applied for Doomadgee State School is not adjusted to account for the extended days.

4. Mossman Gorge community attendance includes attendance for school-identified students from Mossman State School and Mossman State High School.

5. 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. DET advise that the student attendance series based on the new methodology is not directly comparable to the prior methodology.

6. As of Term 1, 2015 CYAAA moved to One school roll marking in line with EQ policy using the 2 hour late as the trigger for the A (absent) code to be entered.

Performance statement

Following are the performance measures used by the Commission to identify workload and operating results.

Performance measures	2013-2014 actual result	2014-2015 target estimate	2014-2015 actual result
Percentage increase in Local Commissioners sitting without Commissioner or Deputy Commissioner	New Measure	6%	251%
Percentage of clients who have had CIM orders revoked or reduced	New Measure	3%	3%

Discontinued measures

Performance measures included in the 2014-15 Service Delivery Statements that have been discontinued are reported in the following table. These measures were discontinued from the Service Delivery Statements because they do not demonstrate the effectiveness or efficiency of services.

Performance measures	2013-2014 actual result	2014-2015 target estimate	2014-2015 actual result
Number of clients subject to agency notices	860	870	1,051
Number of clients who are on orders to attend support services	226	222	124
Number of client service referrals	435	475	186
Number of clients subject to Conditional Income Management (CIM)	239	275	194



OUR PERFORMANCE — REVIEW OF OPERATIONS

Notifications and conferences by community

From 1 July 2014 to 30 June 2015, the Commission received a total of 5,157 agency notices of which 3,791 were in jurisdiction, comprising:

- 25 District Court notices
- 928 Magistrates Court notices
- 2426 School Attendance notices
- 31 School Enrolment notices
- 303 Child Safety and Welfare notices
- 78 Housing Tenancy notices

1,366 notices were not within jurisdiction, comprising:

- 867 Magistrates Court notices
- 449 School Attendance notices
- 3 School Enrolment notices
- 41 Child Safety and Welfare notices
- 6 Housing Tenancy notices

2,296 conferences were held in the period.

Aurukun

Aurukun accounted for 1546 notices, 40.8 percent of the total notices that were in jurisdiction, comprising:

- 25 District Court notices
- 443 Magistrates Court notices
- 913 School Attendance notices
- 30 School Enrolment notices
- 108 Child Safety and Welfare notices
- 27 Housing Tenancy notices

265 Magistrates Court notices, 19 School Attendance notices, 1 School Enrolment notice and 1 Child Safety and Welfare notice were processed as not within jurisdiction.

932 conferences were held in Aurukun.

Coen

Coen accounted for 192 notices, 5.1 percent of the total notices that were in jurisdiction, comprising:

- 84 Magistrates Court notices
- 78 School Attendance notices
- 1 School Enrolment notice
- 21 Child Safety and Welfare notices
- 8 Housing Tenancy notices

16 Magistrates Court notices, 15 School Attendance notices and 1 Housing Tenancy notice were processed as not within jurisdiction.

80 conferences were held in Coen.

Doomadgee

Doomadgee accounted for 737 notices, 19.4 percent of the total notices that were in jurisdiction, comprising:

- 686 School Attendance notices
- 51 Child Safety and Welfare notices

346 School Attendance notices and 33 Child Safety and Welfare notices were processed as not within jurisdiction.

485 conferences were held in Doomadgee.

Hope Vale

Hope Vale accounted for 1112 notices, 29.3 percent of the total notices that were in jurisdiction, comprising:

- 309 Magistrates Court notices
- 662 School Attendance notices
- 0 School Enrolment notices
- 114 Child Safety and Welfare notices
- 27 Housing Tenancy notices

175 Magistrates Court notices, 60 School Attendance notices, 2 School Enrolment notices, 7 Child Safety and Welfare notices and 4 Housing and Tenancy notices were processed as not within jurisdiction.

564 conferences were held in Hope Vale.

OUR PERFORMANCE — REVIEW OF OPERATIONS



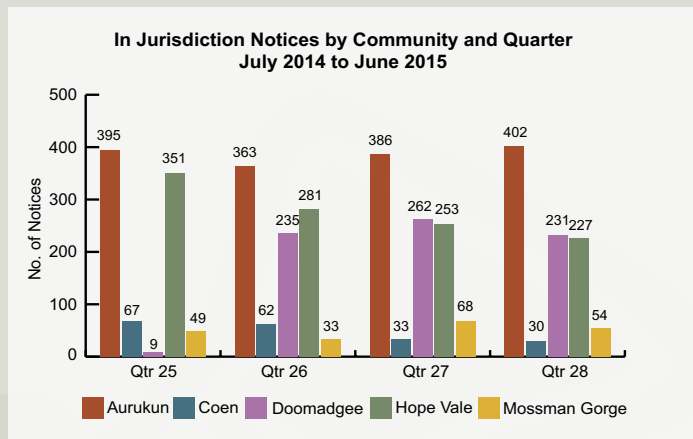
Mossman Gorge

Mossman Gorge accounts for 204 notices, 5.4 percent of the total notices that were in jurisdiction, comprising:

- 92 Magistrates Court notices
- 87 School Attendance notices
- 0 School Enrolment notices
- 9 Child Safety and Welfare notices
- 16 Housing Tenancy notices

411 Magistrates Court notices, 9 School Attendance notices and 1 Housing and Tenancy notice were processed as not within jurisdiction.

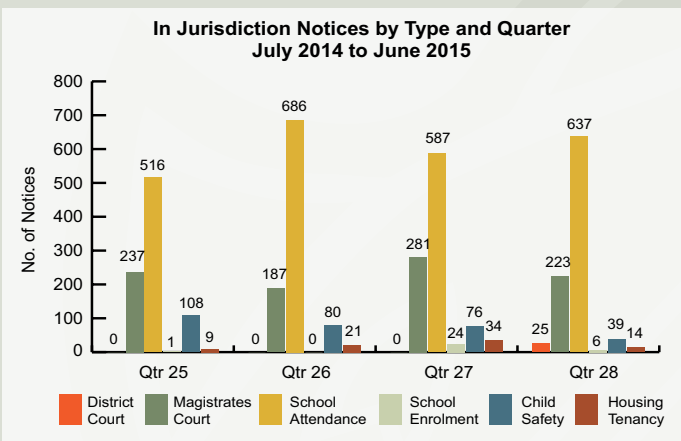
235 conferences were held in Mossman Gorge.



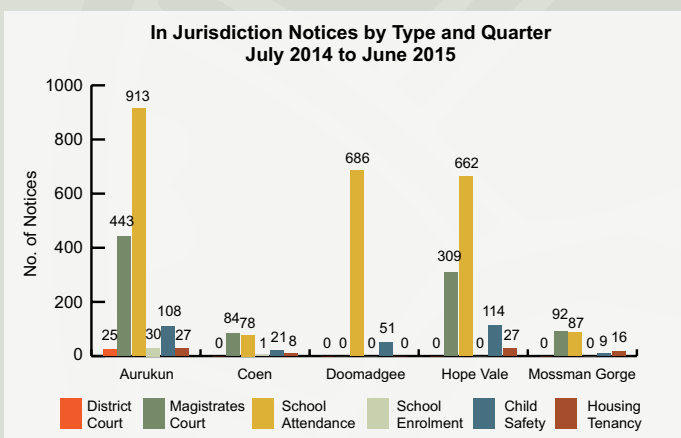
Graph 3: In jurisdiction notices by community and quarter 1 July 2014 to 30 June 2015.

The majority of School Enrolment (SE) notices were received from Aurukun (30) with only one other SE notice received from Coen. The Commission has worked closely with CYP in 2015 to develop transition plans for the students that have been identified as disengaged from their schooling option, integrating the transition plans into conferencing and extending case plans where required. The large number of SE notices received and subsequent consultation with parents and carers revealed concerns in relation to changes to the administration of ABSTUDY. Three major changes are reported: the shift in responsibility for booking travel from ABSTUDY officers to school staff; a transformation from local to national intake services; and a change in the method of communication with parents/carers.

By proclamation on 28 November 2014 the Act was changed, paving the way for Doomadgee, and potential future communities, to be added as welfare reform areas and providing for additional court triggers from the Supreme, District and Children’s Courts. To date, only 25 District Court notices have been received for Aurukun with no District Court notices received for Coen, Hope Vale and Mossman Gorge. No notices have been received from the Supreme or Children’s Court. Following the consultation process required to add communities to the welfare reform agenda, the Commission only receives school enrolment/attendance and child safety notifications for the community of Doomadgee. Thus far therefore the impact of this legislative change is yet to be realised and the time between the date of the offence and notification to the Commission is considerable. The Commission is working with the Department of Justice and Attorney-General to clarify and streamline court notification processes.



Graph 1: In jurisdiction notices by type and quarter 1 July 2014 to 30 June 2015.

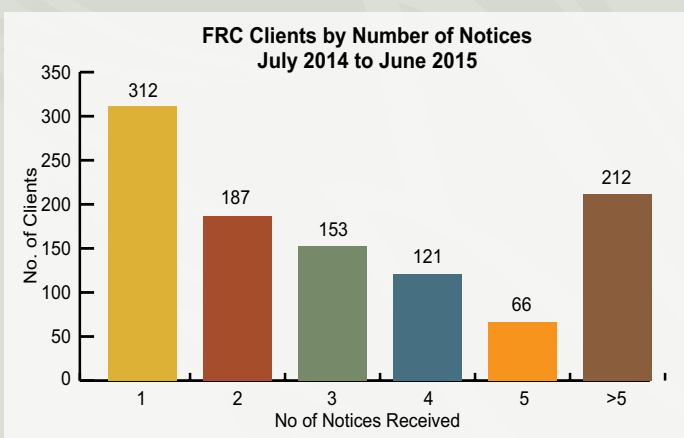


Graph 2: In jurisdiction notices by type and community 1 July 2014 to 30 June 2015.



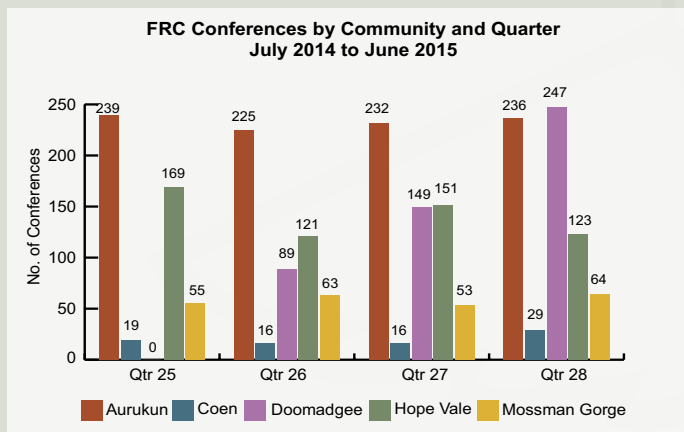
OUR PERFORMANCE — REVIEW OF OPERATIONS

From 1 July 2014 to 30 June 2015, 20.2 percent of the Commission's clients received more than five notices. Of these clients 50 percent were the subject of notices from more than one notifying agency, a statistic which provides some insight into the complexity of the circumstances in which some Commission clients live. Seventy-one percent of these clients have received a combination of school attendance and child safety notifications.



Graph 4: FRC clients by number of notices 1 July 2014 to 30 June 2015.

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.



Graph 5: FRC conferences by community and quarter 1 July 2014 to 30 June 2015.

Referrals

From 1 July 2014 to 30 June 2015, 186 referrals for 139 clients were made to service providers. Referral options have included the RFDS WBC, MPower money management program, Queensland Health, CYP It Takes a Village (ITAV) Home Pride, CYP ITAV Structured Parenting Program, CYAAA SCM, Medicare Local WBC and Save the Children. The Commission has also utilised Apunipima Cape York Health Council's services in Mossman Gorge through the WBC. Referrals to the WBCs account for 65 percent of all referrals made by the Commission in this reporting period. The Commission commenced the year with an undertaking from the RFDS WBC to work on improving the exchange of information between the service and the Commission in relation to Commission clients. It is hoped that continued collaboration with the RFDS WBC will result in the provision of a greater number of treatment plans containing more detailed information in order to better meet the needs of our joint clients. This year has seen a lower number of referrals to the MPower Money Management program than in previous years. This decline can be attributed to the majority of Commission clients having previously accessed the service. Once referred, MPower clients remain registered and can utilise the service on an 'as-needs' or voluntary basis after the requirements of the case plan have been met.

CYP's ITAV Parenting Program was comprised of two streams this year – Home Pride and one-on-one structured sessions. The delivery format identified clients who were able to transition comfortably from entry level engagement programs in Home Pride to the more intensive, individualised sessions of the Parenting Program. The Commission notes that the majority of referred clients were unsuccessful in completing the Parenting Program. Due to staff shortages the programs were not delivered in all communities for the full year.

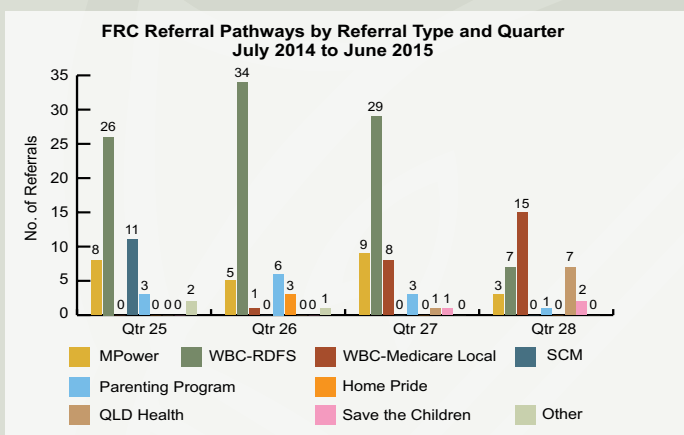
CYAAA's SCM service delivery was variable across the communities in this reporting period. Whilst Coen, Mossman Gorge and Hope Vale received consistent attendance case management, Aurukun was without attendance case management in Term 1, and with limited resources available in Term 2 the school made the decision to focus on lifting the attendance of children who were within reach of an acceptable attendance percentage.

OUR PERFORMANCE — REVIEW OF OPERATIONS



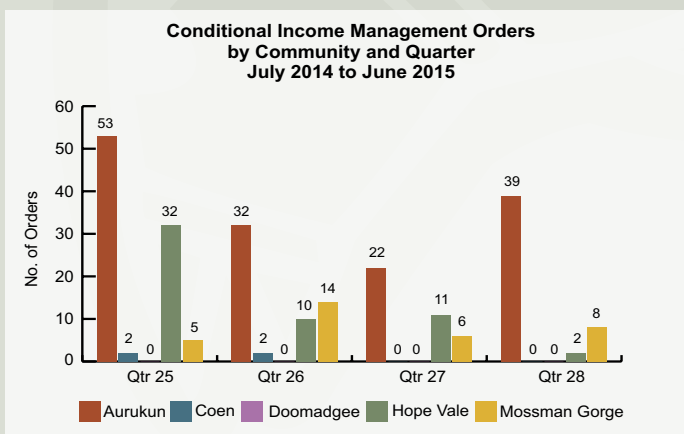
Doomadgee State School's Attendance Case Management program operates under the RSAS of the Department of Prime Minister and Cabinet. The Commission has been liaising with the new school principal and the Department to improve the accuracy of the school roll in order to better enable conferencing. The school is in a difficult situation presently with a new principal and a large changeover of teachers and has implemented a new culture to overcome current difficulties.

Strong professional relationships have been established between the FRC and Doomadgee service providers with Medicare Local WBC, Community Health and Save the Children currently in receipt of referrals from the Commission. These services are receiving on-going support and training in the Commission's reporting requirements.



Graph 6: FRC referral pathways by referral type and quarter 1 July 2014 to 30 June 2015.

Conditional Income Management



Graph 7: Conditional Income Management orders by community and quarter 1 July 2014 to 20 June 2015.

In this reporting period 238 CIM orders were issued to 194 clients. Effective from the 1 January 2014, the *Social Security (Administration) Act* was amended allowing for an increase in the maximum rate of income management from 75 to 90 percent.

From 1 July 2014 to 30 June 2015, 106 CIM orders were issued to 85 clients at 90 percent, resulting in:

- 47 new orders at 90 percent where the client had not previously been on a 90 percent CIM order
- 4 new orders at 90 percent where the client had not previously been placed on a CIM order
- 3 alteration orders for an increase from 75 to 90 percent for the remainder of the existing CIM term
- 47 new orders at 90 percent where the client had previously been on a 90 percent CIM order
- 2 new orders at 90 percent where the client had previously been on a 90 percent CIM order reduced to 75 percent and increased again to a 90 percent
- 3 new orders at 90 percent where the client had previously been on a 90 percent CIM order reduced to 75 percent.

Out of the 85 clients who were placed on a 90 percent CIM order during 2014-15, 25 clients have had their 90 percent CIM orders revoked or altered from their initial order:

- 21 90 percent CIM orders revoked
- 2 90 percent CIM orders reduced to 75 percent
- 2 90 percent CIM orders reduced to 75 percent and then increased to 90 percent.

There were also 11 clients who were placed on a 90 percent CIM order during 2013-14 who had their 90 percent CIM orders revoked or altered from their initial order during 2014-15:

- 7 clients' 90 percent CIM orders revoked
- 2 clients' 90 percent CIM orders reduced to 90 to 75 percent
- 2 clients' 90 percent CIM orders reduced from 90 to 60 percent.

The above statistics demonstrate the flexibility exercised in the imposition of Conditional Income Management. Whilst the Commissioners consistently seek opportunities to revoke or reduce the CIM percentage, they are not adverse to imposing a new order or increasing the CIM percentage for clients who fail to make the behavioural changes expected by the Commissioners.



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Whilst the total number of clients on CIM orders within the period has decreased, it is important to note that the Doomadgee Commissioners do not currently have the ability to income manage clients. The Commission notes that the number of CIM orders either revoked or reduced has increased from last year. The increase can be attributed to the Commissioners seeking family based solutions and introducing school attendance targets with a possible decrease in income management as an incentive to meet these targets. Local Commissioners report that clients have found these actions more tangible and have sought frequent advice from the Local Commissioners and Local Coordinators as to how they are tracking in reaching the goals discussed in conference. As a result, more clients have complied with Local Commissioner requests and have not required income management, or have had their CIM orders revoked or reduced in percentage.

25 clients have sought Voluntary Income Management from the Commission during this reporting period.

Case management

As at 30 June 2015, 127 clients were being case managed through active case plans pertaining to 186 referrals as follows:

- 52 percent of clients on a Case Plan not subject to an CIM order
- 48 percent of clients on a Case Plan which include a CIM order.

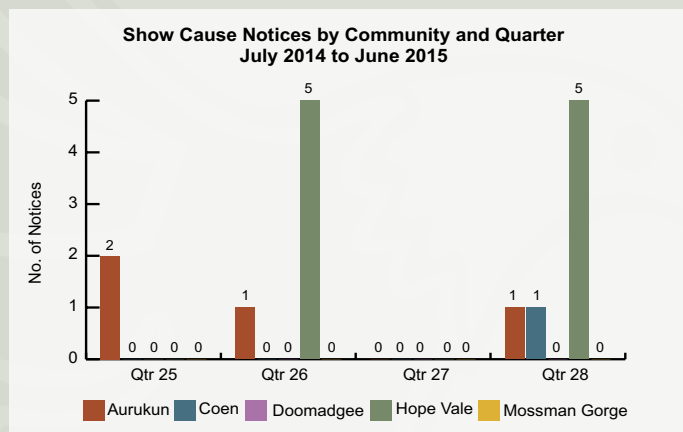
For 2014-15 there were 194 clients placed on a conditional income management order. Out of the 194 clients:

- 24 (12 percent) of those clients who were placed on a CIM order in 2014-15 were already on a case plan from a prior year when they were CIM'd
- 65 (34 percent) of those clients who were placed on a CIM order in 2014-15 were placed on a case plan during 2014-15
- 105 (54 percent) of those clients who were placed on a CIM order in 2014-15 were not placed on a case plan during 2014-15.

The Commission monitored case management statistics throughout the reporting period and has facilitated service provider engagement with Local Commissioners to maintain awareness of service deliverables. Commissioners report, however, that their priority has shifted from developing referrals to service providers to developing plans with families in their own home.

It is understood that the reason for this preference is that Commissioners rely on their knowledge of family circumstances in conjunction with agency notifications to monitor progress. Commissioners express concern at a lack of reliability amongst service providers, and describe periods of time when services are inaccessible to clients on referred case plans. Child Youth and Mental Health services in Aurukun continue to be a concern in terms of their capacity to provide specialist mental health services including case management and therapy for local children and adolescents exhibiting complex mental health issues including psychosis, mood disorders and reactions to trauma. The Commission worked closely with DATSIP this year to develop a plan to bring relevant parties together in an effort to provide more effective service provision for the youth of Aurukun. To date little progress has been achieved.

Show Cause Notices



Graph 8: Show Cause Notices by community and quarter 1 July 2014 to 30 June 2015.

The Commission has seen a reduction in the number of Show Cause Notice conferences held within this reporting period. The Commission has implemented a process whereby future conference dates to review client progress are scheduled at the time of the case plan implementation. This practice has negated the need for a Show Cause conference at a later date as progress is already being consistently monitored. The decrease in the number of case plan referrals has also had a natural flow-on effect on the number of clients who become eligible for Show Cause proceedings.

The initial conference (with subsequent review conferences) and Show Cause Notice conferences ensure open communication is maintained between the client and the Commissioners and enables service

OUR PERFORMANCE — REVIEW OF OPERATIONS



provision to be monitored more closely. In some circumstances case plans and income management orders have been revoked due to inadequate or absent service delivery which was revealed at conference.

From 1 July 2014 to 30 June 2015, 15 Show Cause hearings were held. These matters resulted in:

- 2 clients' CIM orders revoked
- 1 client's case plan revoked
- 1 client placed on a case plan
- 1 client placed on monitor
- 6 clients given a warning
- 2 no further action
- 2 clients were rescheduled, however they were unable to attend their rescheduled conference. Their notices then passed their 12 month expiry date and were unable to be seen for their Show Cause conference.

Amend or End Applications

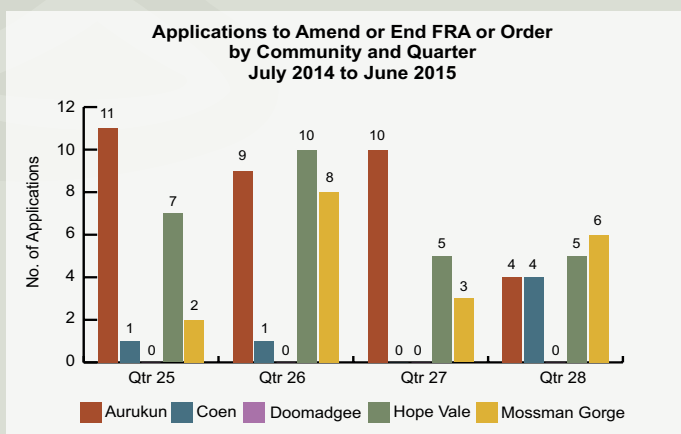
The Act invites clients to apply to amend or end a Commission order or agreement. The Commissioners continue to consider a number of options when determining the outcome of applications, including varying a case plan, amending the income management percentage or ending the order or agreement. The Commission views applications to amend or end agreements or orders as an indicator of client confidence in the Commission's ability to provide a fair, just and equitable process. Fifty-one percent of the applications received this year resulted in a revocation of the income management order or agreement.

Applications to amend or end voluntary income management are also heard in the conference setting, unless the client indicates to the Commission that the request requires urgent attention. If so, the application may be heard by the Commissioner and the Local Commissioners and a decision made outside of a scheduled conference date.

The Commissioners have welcomed the increase to 90 percent income management as it has provided them with a broader scope of increments with which to negotiate behavioural change. Local Commissioners have in effect incentivised income management by amending the percentage of the client's income management subject to the client achieving certain outcomes.

From 1 July 2014 to 30 June 2015 a total of 86 Applications to Amend or End an FRA or Order were received. The applications resulted in:

- 43 income management agreements and orders revoked
- 2 income management agreements and orders revoked and clients ordered to comply with case plans
- 1 client's case plan revoked
- 1 CIM order percentage reduced from 90 to 75 percent
- 2 CIM order percentages reduced from 90 to 60 percent for the remainder of the original income management orders
- 3 CIM order percentages reduced from 75 to 60 percent for the remainder of the original income management orders
- 1 VIM agreement increased from 60 to 90 percent for the remainder of the original income management agreement
- 1 VIM agreement decreased from 75 to 60 percent for the remainder of the original income management agreement
- 16 applications dismissed
- 3 applications dismissed and client ordered to comply with case plan
- 3 applications dismissed and clients Conditionally Income Managed at 90 percent
- 3 applications dismissed and clients given a warning
- 1 application dismissed and client placed on monitor
- 6 applications received at the end of the financial year - decisions pending.



Graph 9: Applications to Amend or End FRA or Order by community and quarter 1 July 2014 to 30 June 2015.



OUR PERFORMANCE — REVIEW OF OPERATIONS

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 2014-15 financial statements covering all aspects of the Commission's activities commences on page 71. These statements include explanatory notes and comparative figures for 2013-14.

Internal audits are performed by the Accountant to ensure efficiency and economy of systems and to identify financial, operational and business continuity risks. Audit results are duly reported to the Commissioner and Registrar/General Manager to determine whether any remedial actions are required and to establish compliance with statutory requirements and best practice.

Administering department

The Commission moved from the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs to the Department of Aboriginal and Torres Strait Islander Partnerships on 16 February 2015 as a result of the Administrative Arrangements Order (No 1) 2015.

Operating result

The operating result for 2014-15 was a surplus of \$0.401 million.

Summarised statement of comprehensive income

Summary statement	30 Jun 2015 \$,000	30 Jun 2014 \$,000
Income	4,228	3,409
Less: expenses	3,827	3,805
Operating result for financial year – surplus/(deficit)	401	(396)

Adjusted operating result for 2014-15

Explanation	30 Jun 2015 \$,000
Operating result for financial year – surplus/(deficit)	401
Less adjustments – Note 17 (7) of financial statements	(309)
Adjusted operating result for financial year	92

Income

Income by type	30 Jun 2015 \$,000	30 Jun 2014 \$,000
Queensland Government funding	1,600	1,649
Australian Government funding	1,800	1,700
Doomadgee Reimbursement	554	-
Other Reimbursement (Local Commissioners super prior years)	165	-
Other Revenue – Note 3 of financial statements	109	60
Total	4,228	3,409

Expenses

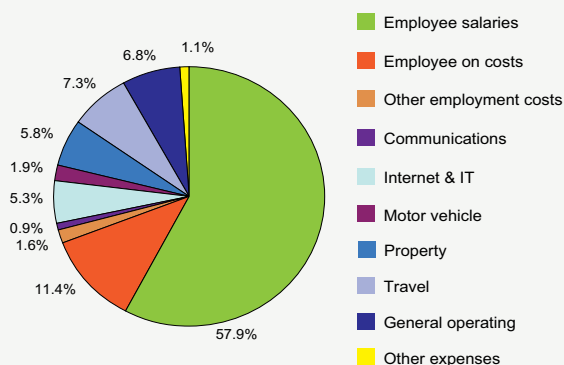
Expenses by type	30 Jun 2015 \$,000	30 Jun 2014 \$,000
Employee expenses	2,713	2,752
Supplies and services	1,036	1,014
Other expenses	78	39
Total	3,827	3,805

Overall the Commission's employee expenses dropped marginally in 2014-15. Increases due to wage rises, increments and remuneration of new Local Commissioners (for Doomadgee) were more than offset by an internally generated restructure of the Commission during 2014-15. Supplies and services expenditure slightly increased in 2014-15 due to replacement of computer equipment (written off as an expense being less than the \$5,000 capitalisation threshold), additional costs for motor vehicles and travel to remote communities. These costs were partly compensated by internal cost saving measures.

OUR PERFORMANCE — REVIEW OF OPERATIONS



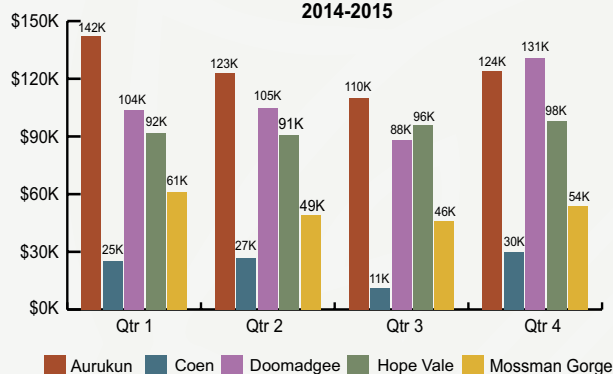
Total Operating Costs by Category 2014-2015



**Graph 10: Expenses by category and percentage of total
1 July 2014 to 30 June 2015.**

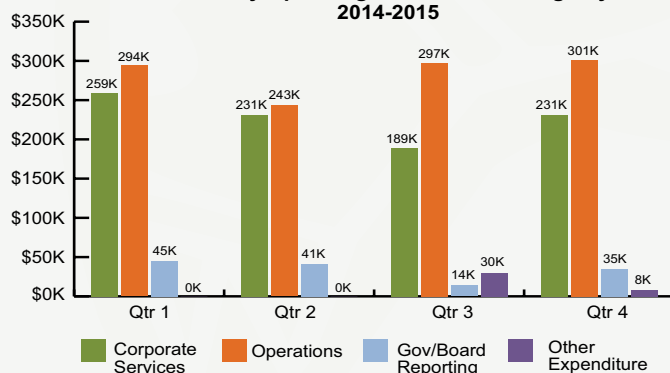
Remote location and Cairns registry expenditure

**Quarterly Operating Costs by Remote Location
2014-2015**



**Graph 11: Operating costs by remote location
1 July 2014 to 30 June 2015.**

**Quarterly Operating Costs - Cairns Registry
2014-2015**



**Graph 12: Quarterly operating costs, Cairns Registry
1 July 2014 to 30 June 2015.**

Statement of financial position

Total assets at 30 June 2015 consisted of current assets of cash, prepayments and receivables.

Total liabilities as at 30 June 2015 consisted of payables and accrued employee benefits.

Statement of financial position	30 Jun 2015 \$,000	30 Jun 2014 \$,000
Current assets	1,148	1,024
Total assets	1,148	1,024
Current liabilities	269	546
Total liabilities	269	546
Net assets	879	478
Retained equity	879	478

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 2015 \$,000	30 Jun 2014 \$,000
Operating activities	104	(344)
Net increase/(decrease) in cash held	104	(344)
Cash at beginning of financial year	981	1,325
Cash at end of financial year	1,085	981



TASKFORCE ON DOMESTIC AND FAMILY VIOLENCE

"It's pervasive, it's insidious and it's got to be stopped - violence against women is one of the gravest human rights challenges of our time".

Dame Quentin Dame Quentin Bryce
(Special Taskforce on Domestic and Family Violence in Queensland, 2015)

Alarmed at the high number of domestic and family violence incidents being reported in Queensland, the State Government established a taskforce to examine Queensland's domestic and family violence support systems and make recommendations to the Premier on what improvements could be made and how future incidents of domestic violence could be prevented.

Aurukun Local Commissioner Ada Woolla received an invitation directly from the office of the Premier to participate and become a member of the taskforce.

The Special Taskforce on Domestic and Family Violence in Queensland was convened on 10 September 2014 with the Honourable Quentin Bryce AD CVO, former Governor-General of Australia, appointed as Chair.

Along with the Taskforce, Commissioner Woolla travelled throughout the state listening to Queenslanders whose lives have been impacted by domestic and family violence, and how it affects those who work with them. Through online survey's, focus groups, round table discussions, submissions and group meetings, Commissioner Woolla and the Taskforce members heard stories of harm and trauma.



Members of the Special Taskforce on Domestic and Family Violence

During the course of the review

Commissioner Woolla also joined the Taskforce and some of Queensland's leading experts on domestic and family violence at two summits, in Brisbane on 27 October 2014 and Townsville on 4 November 2014.

Commissioner Woolla valued the opportunity of being involved in the gathering of insight and information, and assisting in contributing toward recommendations to Queensland's Premier for a strategy to stop domestic and family violence.

'Not Now, Not Ever', the report on putting an end to domestic and family violence in Queensland, was handed to Premier Anastacia Palaszczuk on 28 April 2015. The Report made 140 recommendations with a long term vision - "where all Queenslanders can live free from violence from a partner or family member, and where children do not have to see or experience family violence" (Special Taskforce on Domestic and Family Violence in Queensland, 2015).

"People from all cultures can no longer be allowed to excuse domestic and family violence by misrepresenting 'their Culture and/or past Cultural practices'. We have spent more than enough time and effort defining and explaining Domestic Violence. Wherever it occurs, those responsible must be immediately held accountable and re-educated to understand their behaviour cannot be repeated, and those who suffer the consequences, counselled and supported. It is the responsibility of Government to provide the framework and resources for this to occur."

Ms Ada Panawya Woolla, Aurukun Local Commissioner, Family Responsibilities Commission

CHALLENGES AND OUTLOOK



Challenges and outlook

On 7 August 2014 Doomadgee was prescribed by regulation as a welfare reform community area. The decision to add Doomadgee by regulation was made following an extensive eight month consultation process which involved the Commission's Local Coordinators visiting each home in the community. The outcome of consultations was an overwhelming level of support and recognition that the Commission was needed in Doomadgee to address child safety concerns and high levels of school absenteeism. Challenges faced in regard to Doomadgee have been in the implementation of administrative procedures. Initial School Attendance Notices and jurisdiction checks were required to be processed manually whilst DET and Centrelink processes and systems were being set up. Although the use of income management for Commission clients in Doomadgee has been agreed to in principle by the Queensland Government, implementation has been delayed by the need for the Australian Government to review the Forrest Report recommendations in regard to the 'healthy welfare card (debit card)'. Unfortunately the commencement of operations in Doomadgee without the ability to impose an income management order has been considered less than ideal. Despite delays the Local Commissioners have used the opportunity to remind conference attendees of their personal and communal responsibilities and obligations. The Commission has been working with the Doomadgee State School to review their current student rolls, in particular the accuracy of the carer/parent recorded. The confirmation of jurisdiction process for the Commission has identified a group of students who have parents/carers listed who have not resided in Doomadgee for some period of time. As a consequence notices received were not able to be conferenced as the current parent/carer was not identified as within jurisdiction. Additionally, the Doomadgee State School operates on a weekly schedule of four extended days (8:30 am to 3:00 pm - Monday to Thursday) and one short day (8:30 am to 12:30 pm - Friday). The effect of this schedule in regard to the reported weekly and term attendance will be reviewed by the Commission.

The Commissioners from Hope Vale report that the revitalisation of employment for the community through the Hope Vale Banana Farm has had a clear influence in the development of healthy school routines being set by the parents. The Hope Vale experience supports the Commission's belief that local employment opportunities are critical to changing social norms, and it is vital that wherever possible, economic development in the Cape communities must be sourced and encouraged.

Difficulties associated with operating in remote regions have been consistently reported in the Commission's previous quarterly and annual reports. These difficulties are compounded by fluctuating airfares which are often inordinately high. Additionally, the unpredictability of transport providers is a complicating factor. The demise of Skytrans airline resulted in major disruptions to flight schedules, and in some instances the Commission was unable to book flights. These challenges highlight the Commission's reliance on consistent and dependable carriers to facilitate its operations.

In July 2012, the Queensland Child Protection Commission of Inquiry was established and Commissioner Hon Tim Carmody, QC was tasked with reviewing the effectiveness and efficiency of Queensland's child protection system. Subsequently on 1 July 2013 Commissioner Tim Carmody presented his final report to the Queensland Government entitled 'Taking responsibility: A Roadmap for Queensland Child Protection, 2013'. The Commission has reviewed the trends of Child Safety notices received since the release of the Carmody Report and can report that these notifications have not declined significantly or at all, partly due to the continued receipt of domestic violence matters from the beginning of the year where children were present but un-harmed. The community-based service, known as Family and Child Connect, will not be established until early 2016 in the welfare reform communities. This initiative, which will act as an intermediary between families and Child Safety and will assess whether a notification is forwarded to Child Safety for action, is intended to be an early intervention to be established across Queensland locations to support families who are at risk of entering or re-entering the child protection system.



CHALLENGES AND OUTLOOK

The Family Responsibilities Commission Amendment Bill 2014 was introduced into the Legislative Assembly by the Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs on 5 August 2014. The Health and Community Services Committee (HCSC) was required to report to the Legislative Assembly by 1 October 2014. The HCSC was to (in part) consider the policy to be given effect by the legislation and consider the application of fundamental legislative principles of the Bill. Briefly the Bill amended the *Family Responsibilities Commission Act 2008* by removing the sunset clause from the legislation; amending the definition of welfare reform community area to 'an area prescribed under regulation'; adding new justice triggers in regard to convictions in the District, Supreme and Children's Courts; amending the disqualification provisions for Local Commissioners; and requiring the FR Board to meet every six months rather than quarterly. The HCSC recommended the Bill be passed and on 14 October 2014 amendments to the Act were passed by the Queensland Parliament with bipartisan support and the Act was proclaimed on the 28 November 2014.

The recommendations released by the HCSC in its Report No 56 were principally in relation to the need for policy development as a result of the amended definition of a welfare reform community area to 'an area prescribed under regulation'. The explanatory notes for the amended definition of welfare reform community area state, "Deleting definitions of specific communities in the Act and utilising the Regulation would remove the need for more complex legislative processes when communities seek to join welfare reform or no longer require the FRC". With a clear understanding from the explanatory notes that it was the intention of the legislation to pave the way for future communities to opt-in, and for existing communities to opt-out, the HCSC proposed several recommendations in regard to policy development. Amongst other recommendations, the committee requested that the Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs:

- ensure that information about the indicators and assessment methods to be used when considering whether to prescribe a community as a welfare reform community area be made available to community leaders and the public
- require the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs to: develop and publish guidelines for consultation with proposed new welfare reform community areas; and publish the outcomes of consultation with proposed new welfare reform community areas
- ensure that information about the indicators and assessment methods to be used when considering whether a welfare reform community area is ready to leave welfare reform is made available to community leaders and the public and
- provide details about the: arrangements that will be put in place to ensure a smooth transition for communities out of welfare reform; and measures that will be put in place to ensure that a former welfare reform community area continues to improve.

To date the Commission is unaware of any policy development work for communities to opt-in or out of Welfare Reform. The Commission considers that the future work of the FRC will be guided and driven by this policy development and strongly recommends that priority be given to meeting the recommendations of the HCSC.

CHALLENGES AND OUTLOOK



Administrative challenges

The Commission collects and reports on statistics derived from its operations to inform government policy. In late 2014 the Commission was advised that its Windows server would reach the end of support in the beginning of the 2015-16 financial year, rendering it subject to compliance issues and vulnerable to software and hardware incompatibility. The upgrading of the Windows server necessitated an upgrade to the Commission's CRM database. Subject to discussions held with DATSIP's information technology section and the Department of Science, Information Technology and Innovation in regard to procurement options, the Commission signed a confidentiality agreement on 24 April 2015 with the preferred provider to prepare a scope of works for the upgrade of the database from CRM 4 to CRM 2015. The CRM upgrade project will be formally launched in late July 2015 when the project will be further defined in regard to execution, methodology, communications and reporting, risks and issues management, project timelines and decisions made on the CRM architecture and platform.

The Commission's priority is to strive for continuous improvement and it will continue to review how and what data is collected in order to better inform decision-making and evaluation.



GOVERNANCE

Family Responsibilities Board

Part 12 of the Act provides for the establishment of the 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; 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 provides for 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.

Prior to the proclamation of amendments to the Act on 28 November 2014, section 123 of the Act stated that the FR Board must meet every three months. Subsequent to the proclamation the Act now states that the FR Board must meet every six 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. A full description of the meetings of the FR Board can be found at page 101.

Composition of the Board

The FR Board members as at 30 June 2015 were:

- | | |
|------------------|--------------------------------------------------------------------------------------------------------------------------|
| Mr James Purtill | Director-General, Department of Aboriginal and Torres Strait Islander Partnerships as the Chair |
| Ms Liza Carroll | Associate Secretary, Indigenous Affairs, Department of the Prime Minister and Cabinet |
| Mr Noel Pearson | Founder and Director of Strategy, Cape York Partnership as the Executive Chairman, representing the Cape York Institute. |

Executive Management Team

In the first half of the financial year the Commission's Executive Management Team (EMT) consisted of the Commissioner, the Registrar and the Executive Officer (Management). Following a restructure of the Commission in January 2015, a new EMT was formed and is comprised of the Commissioner, the Registrar/General Manager, the Client Manager and the Accountant. The EMT plays a critical role in the corporate governance and service delivery of the Commission by:

- providing value-based leadership whilst being a role model for innovation, teamwork and problem solving
- demonstrating and incorporating high standards of integrity and ethical behaviour
- ensuring transparency and accountability through effective decision-making and communication with all employees 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.

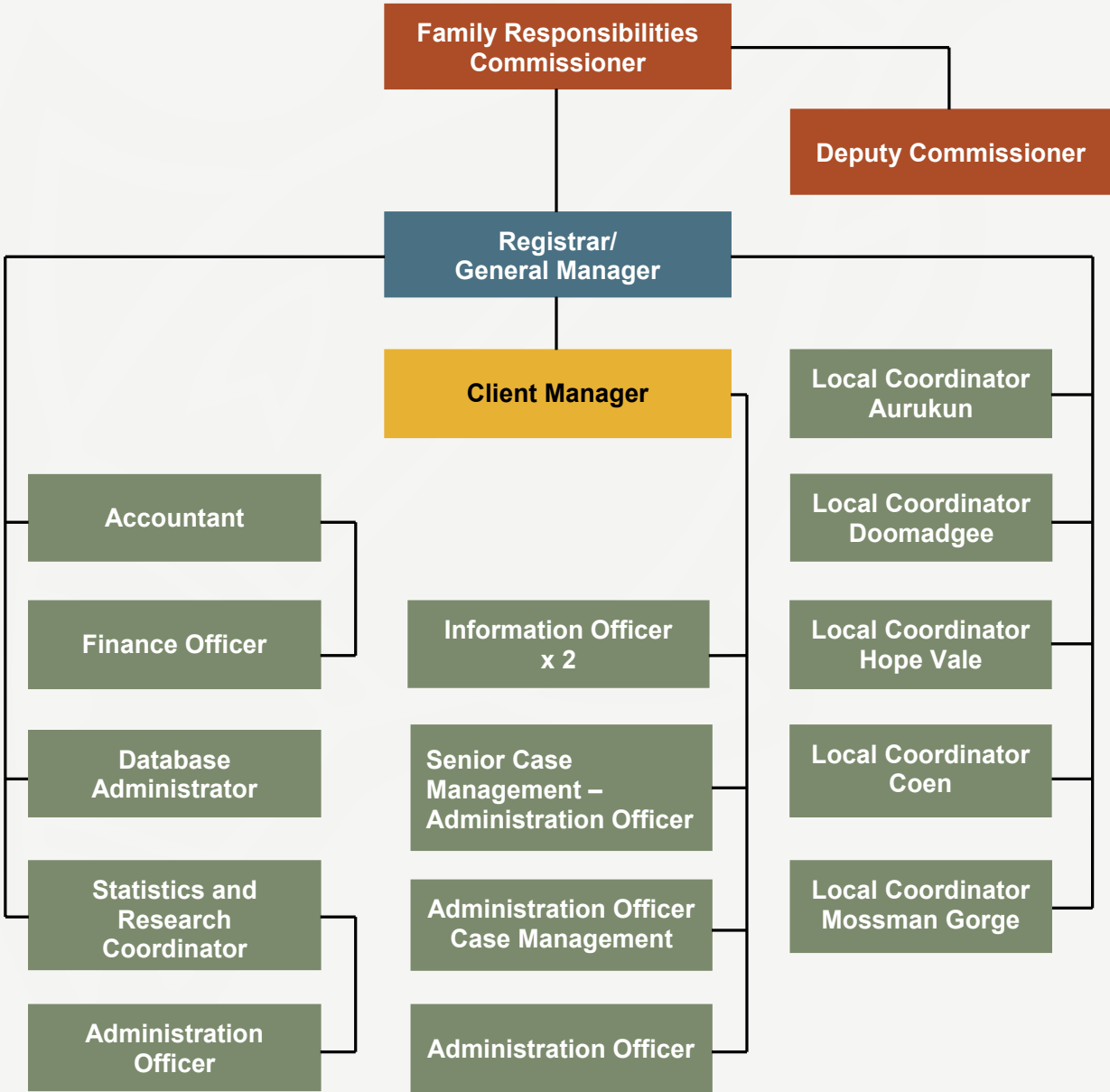
GOVERNANCE



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 2014-15 year.

Corporate structure

The Commission’s organisational structure includes a central registry office based in Cairns and a remote office in each of the welfare reform communities of Aurukun, Coen, Doomadgee, 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.





GOVERNANCE

Planning

The Commission has adopted a strategic plan which has enabled it 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.

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:

- Program Office Group
- FRC/Centrelink Working Group
- FRC/CYP Working Group
- Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge Service Delivery Working Groups
- Regional Managers Coordination Network
- Mossman Gorge School Case Coordination meetings
- Cape York Welfare Reform Education Stream Working Committee.

Remuneration statement

As disclosed in the Commission's 2014-15 financial statements, executive remuneration of \$403,000 was received by the Commission's Chief Executive Officer (the Commissioner). The amount calculated as executive remuneration in the financial statements incorporates the direct and indirect remuneration including salary and allowances, superannuation and annual provision for long service leave.

Human resource management

At 30 June 2015 the Commission had an employee establishment of 17 full-time equivalent positions, including four positions servicing the regional communities. Fourteen positions are based in the Cairns Registry office (including one Local Coordinator servicing Coen and Mossman Gorge). Regional positions include one position (Local Coordinator) based in Aurukun servicing Aurukun, one position (Local Coordinator) based in Hope Vale servicing Hope Vale and one position (Local Coordinator) based in Doomadgee servicing Doomadgee. 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 from time to time as a result of operational reviews. During this financial year the Commission has experienced a permanent separation rate of 29 percent, and a permanent retention rate of 75 percent. The retention rate reflects the number of employees who were with the Commission as at 1 July 2014, and who are still employed as at 30 June 2015. Both the separation and the retention rates were affected by a restructure of the Commission conducted during the December/January 2015 period. This restructure reduced the Commission's FTE positions from 20 in the 2013-14 year to 17 in the 2014-15 year.

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 2014 to 30 June 2015 no redundancy, early retirement or retrenchment packages were paid.

Professional development

The Commission is committed to providing professional development to the Local Commissioners on a continual basis to ensure it actively works to restore local authority. Part of this professional development involves enhancing and expanding upon relationships with other Indigenous organisations, government departments and agencies. The Local Commissioners attended a development week in Cairns commencing on 25 May 2015 during which they met with senior staff from several organisations who provide social and government services to the welfare reform communities including Cape York Partnership (Empowered Communities), the Department of Communities, Child Safety and Disability Services, the Department of Human Services - Centrelink, DATSIP, delegates from the proposed Jail to Jobs program and delegates from the Cape York Land Council. Participation in the consultations and workshops allowed the participants to address common issues, review strategies and source solutions. Local Commissioners also attended at Lotus Glen Correctional Centre, Red Cross, Djarragun and Peace Lutheran Colleges and Quigley Street Night Shelter, each of which provide Indigenous health and support services to the communities. The last day of the development week comprised of specific training for the Local Commissioners in managing violent and potentially violent situations and resilience and self-care. A comprehensive summary of the development week can be found in this Annual Report entitled 'Local Commissioner Development Week'. Training was also provided to the Aurukun and Mossman Gorge Local Commissioners by the Department of Justice and Attorney-General in Youth Justice Conferencing, and by Queensland Health in motivational interviewing techniques.

The broader focus of the Commission's professional development program for employees is on skills 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. All Commission employees have been registered for the online iLearning courses provided by the Department of Communities, Child Safety and Disability Services. This online learning service provides training in Ethical Decision-Making, Harvard Manage Mentor management and executive development online courses including webinars for team leaders/supervisors/managers on a range of topics to support managers, a mentoring program for senior officers and managers, finance and procurement fundamentals and an Emerging Leaders Program which provides confidence and skills to build and develop effective teams. These are but a few of the training opportunities offered. 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 skills 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 2014-15 employee professional development, training, and workshops cost \$26,698



GOVERNANCE

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 2014-15 the Commission organised a number of 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, leadership and team building
- mediation skills
- taxation and payroll
- organisation/business tools workshop
- accredited test and tag training
- work safety in construction (white card)
- first-aid and cardiopulmonary resuscitation
- managing violent and potentially violent situations
- resilience and self-care
- fire warden and trial evacuation
- defensive driving
- 4WD training
- Indigenous mental health
- Queensland Public Service Code of Conduct and Ethical Decision-Making.

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 Commission's Study and Research Assistance Scheme (SARAS) Policy financial assistance and leave arrangements are administered subject to Directive 9/13 Special Leave in an equitable manner, ensuring effective usage of learning and organisational development funds, and taking into consideration available resources. As at June 2015 there are five employees enrolled with various academic institutions for the current 2015 calendar year to study the following:

- Certificate III in Micro Business Operations
- Bachelor of Social Work
- Certificate IV in Community Development
- Bachelor of Arts Anthropology and Indigenous Studies
- Graduate Certificate of Forensic Mental Health.

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 the Corporate Administration Agency (CAA) for information and communication technology services. This agreement ensured the Commission complied with the *Information Privacy Act 2009*, whilst providing a high level of security and support.

The Commission's Information and Communications Technology (ICT) system plays a vital role in supporting employees both in the Cairns registry office and regional offices. The Commission, in conjunction with CAA, has policies and network protocols in place to ensure all 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.

A major focus this year has been a review of ICT systems. A major overhaul was completed that involved signing up with Telstra's private network, giving the Commission a more efficient, reliable and secure network. Telephone and mobile plans were reviewed and re-signed to allow for greater flexibility and economy, all workstations and portable computers were replaced and the CRM database and server are currently being reviewed for upgrade. The CRM database has been continually developed since 2008 to allow for better capture of client data and to improve the management of client records. A number of changes have been implemented to the functionality of the database to increase the efficiency of processes and provide more accurate performance data.

The Commission can report that no breaches of information security have occurred to date, and no records have been lost due to disaster or other occurrences.

The Commission complies with recordkeeping practices in accordance with section 141 of the Act, 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 Commissioner, the Deputy Commissioner and the Local Commissioners are employed under the *Public Service Act (Qld) 2008*.

Commission employees are in the process of completing their annual Code of Conduct training via the Department of Communities, Child Safety and Disability Services' iLearning site. The training incorporates 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, Doomadgee, 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* and relevant Public Service policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at



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all Commission premises and are located on our webpage for access to both the public and employees.

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 five welfare reform communities. Each of these objectives then forms the basis for employee Performance Assessment and Professional Development Plans to link ethics priorities with service delivery.

Public sector values

The Commission continues to structure its operations in accordance with the objects and principles of the *Family Responsibilities Act 2008* and the Queensland Public Service Values of: Customers first, ideas into action, unleash potential, be courageous and empower people. The Commission's Service Charter pledges the best service we can provide and to deliver outputs for the Queensland and State Governments that achieve the outcomes sought for the welfare reform communities. In doing so the Commission nurtures a spirit of inquiry and innovation. Our Local Commissioners are well acquainted with their community and the ancestry and family history of their community members. Decisions are made with an understanding of where each client comes from and what has influenced their behaviour. The exercise of their authority under the Act is governed by this understanding. They are challenging the old norms in their communities every day, encouraging clients to cross the boundaries of their inappropriate social behaviours. To do so requires courage from the Local Commissioners and from Commission clients. The Local Commissioners are leading by example, trusting where their intuition demands consideration of the challenges faced by each individual and at times demanding action by imposing restrictions. With each decision they take a calculated risk on the strength and capacity of their community members, whilst empowering them to be responsible to themselves, their family and their community.

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 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.



External scrutiny

For the period 1 July 2014 to 26 March 2015 the Parliamentary Health and Community Services Committee had oversight responsibility for the Commission under the Parliament of *Queensland Act 2001*. In October 2014 the Committee released Report number 56 Family Responsibilities Commission Amendment Bill 2014. The report recommended the following amendments to the Act be passed:

- amend the Act to exclude the sunset clause (s152) from the legislation
- amend the definition of welfare reform community area to an area prescribed under regulation (allowing communities to join welfare reform and also to exit welfare reform)
- amend the triggers for notifications to extend to a community resident convicted in the District or Supreme Courts or a child convicted in a court
- amend the disqualification provisions for Local Commissioners and
- amend the requirement for the FR Board to meet quarterly to every six months.

Further, the Committee also recommended that the Minister:

- ensure that information regarding the indicators and assessment methods used to prescribe a community as a welfare reform community area be published
- require DATSIP to develop and publish guidelines for consultation with proposed new welfare reform community areas and publish the outcomes of consultation with said communities
- ensure that information about the indicators and assessment methods to be used when considering whether a welfare reform community is ready to exit welfare reform be published.

On 14 October 2014 amendments to the Act were passed by the Queensland Parliament and the Act was proclaimed on 28 November 2014.

In November 2014 Report No 58, the Annual Report 2013-2014 of the Health and Community Services Committee was published. The report stated: “The committee considered that the FRC is satisfactorily performing its statutory functions and did not make any recommendations. The committee noted, however, that the key objectives of the FRC, that is to restore social norms, responsible behaviour and local authority in welfare reform communities, cannot be achieved through short-term initiatives. Rather, it requires a holistic approach and long-term government support to engender change, across years and generations, in a way that is acceptable to the communities”.

The 2014-15 year has seen the Commission work with a new State Government, Premier and Minister. Subsequently on 27 March 2015 the Finance and Administration Committee was granted oversight responsibility for the Commission. The committee will be responsible for examining Bills to consider policy, examining estimates, assessing the Commission’s accounts in regard to integrity, economy, efficiency and effectiveness of financial management and assessing whether the Commission is performing its legislative functions and meeting its obligations as a statutory body. The committee is set to conduct estimates hearings in August 2015.

On 3 July 2013 the Commissioner sought the assistance of the Queensland Public Service Commission to review and map the operations of the Commission and make recommendations on improvements in efficiencies (if any). Further discussions were held in late 2014. Whilst not yet finalised, the Commission continues to implement process improvements and is currently



GOVERNANCE

reviewing its broader strategic workforce planning, work practices, systems and processes to create greater efficiencies.

The Commission has also participated in the Public Service Commission’s Review of Statutory Appointments which, whilst not yet released, has a two-fold purpose:

- provide a consolidated overview of the range of CEO leadership positions across the Queensland public sector and
- critically analyse the appointment frameworks, accountability, independence and performance mechanisms for certain CEO positions within the context of the Westminster system of government and make recommendation as to the appropriateness and rationale of differences between them.

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:

Policy	Revision Date
Financial Delegation Guidelines	July 2014
Discipline in the Workplace – a Guide for Management and Employees	September 2014
Service Charter	October 2014
Employee Complaints Management Policy	January 2015
External Complaints Management Policy	January 2015
Business Continuity Plan	February 2015
Rural and Remote Area Incentive Policy	February 2015
Study and Research Assistance Policy	February 2015
Complaints Involving Corrupt Conduct by the FRC Commissioner	March 2015
Workplace Health and Safety Policy	May 2015



Commission policies are required to be read and understood as part of the Commission induction process and 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.*

Publication of information on line

For information regarding consultancies, international travel, corporate social responsibility including waste management and recycling policies, carbon emissions, reconciliation, 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 <http://www.frcq.org.au> and the Queensland Government Open Data website at <https://data.qld.gov.au>.

Publications by the Commission during 2014-15

1. Annual Report 2013-14
2. Quarterly Performance Report 24
3. Quarterly Performance Report 25
4. Quarterly Performance Report 26

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



LOCAL COORDINATOR PROFILE

LOCAL COORDINATOR PROFILE

Profile: Doomadgee Local Coordinator Bryce Coxall

Bryce Coxall is the Family Responsibilities Commission's Doomadgee Local Coordinator and has been living permanently in Doomadgee since May last year. Since his move to Doomadgee he has worked hard to see the successful implementation of the FRC into Doomadgee.



Bryce grew up on his family's sheep farm in Victoria and has three sisters. After completing his Victorian Certificate of Education he completed a Diploma of Conservation and Land Management and a Degree in Environmental Management. During his studies he worked as a seasonal firefighter for the Department of Sustainability and Environment and fought in many major bush fires in Victoria, including Black Saturday.

In late 2009 the cold weather of Victoria became too much for him and he left by vehicle on a working holiday, heading north in search of sun. His adventure eventually ended up in Cape York where he sought once again to enter the workforce. Bryce secured a teacher aide position which included housing in the small community of Aurukun. His plan was to stay there for no more than a month, to recharge the bank account and keep on holidaying. His planned stay for a 'month' turned into 4 years living and working in Aurukun.

After a month as a teacher aide Bryce found another position as a case worker with the Aurukun campus of CYAAA engaging parents and working with them to increase their children's school attendance. He enjoyed this position and developed some great relationships with the community members of Aurukun while supporting them with their children's school attendance. This position linked Bryce in with the FRC because he often referred his clients over to the FRC for more support. After 12 months in this position Bryce became the team leader of the four case managers. He was also responsible for the food program delivered out of the CYAAA Aurukun campus which saw over 200 children fed four meals per day.

Bryce enjoyed every minute of his time in Aurukun and loved working with the children and parents. Most of all he enjoyed the country lifestyle and Aurukun's amazing fishing and hunting.

In 2014 Bryce was successful in obtaining the position of Doomadgee Local Coordinator for the FRC and he



has been there ever since. Bryce found starting the FRC in a new community a little daunting, but in his short time there he has been made very welcome by the whole community and the Doomadgee Local Commissioners. Bryce sees Doomadgee as a very strong community and he looks forward to experiencing the positive outcomes that he assures us will come from the FRC's work.

Bryce riding the bull at the Doomadgee Rodeo



APPENDIX A

Family Responsibilities Board – schedule of meetings

Date of FR Board Meeting	Venue	Attendees
19 August 2014	DATSIMA Meeting Room Neville Bonner Building 6A/75 William Street Brisbane	Mr James Purtill, Director-General, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (Chair); Mr Noel Pearson, Executive Chairman, Cape York Institute for Policy and Leadership; Ms Caroline Edwards A/Deputy Secretary, Indigenous Affairs, Department of the Prime Minister and Cabinet representative for Ms Liza Carroll, Associate Secretary – Indigenous Affairs, Department of the Prime Minister and Cabinet.

Note (1): the FR Board meeting for November 2014 was moved from 18 November to 25 November 2014 but was subsequently cancelled as a quorum of a least 2 members under section 123 (3) of the *Family Responsibilities Commission Act 2008* was not achieved.

Note (2): the FR Board Meeting of 3 February 2015 was cancelled as the Queensland Government was still in a caretaker period. The Queensland State election of the 31 January 2015 had not been declared prior to the scheduled Board meeting.

Note (3): the subsequent re-scheduled FR Board meeting of the 17 February 2015 was also cancelled with a new Minister, the Honourable Curtis Pitt MP, appointed to the Department of Aboriginal and Torres Strait Islander Partnerships on 16 February 2015. The meeting was rescheduled for 24 April 2015.

Note (4): the rescheduled FR Board meeting of 24 April 2015 was cancelled as a quorum of a least 2 members under section 123 (3) of the *Family Responsibilities Commission Act 2008* was not achieved.



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APPENDIX B - SITTING CALENDAR

Family Responsibilities Commission 1 July 2014 to 31 December 2014

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
30 June						
7 July						
14 July		15	16		Public Holiday	18 Cairns Show Day
21 July		22				21 Mossman Show
28 July		29	30	31		
4 August	Public Holiday	5	6			4 Aurukun Day
11 August	11	12	13	14		
18 August		19	20			19 FR Board Meeting
25 August		26	27	28		
1 September		2	3			
8 September	8	9	10	11		
15 September		16	17			
22 September						
29 September						
6 October	Public Holiday	7	8			6 Labour Day
13 October	13	14	15	16		
20 October		21	22			
27 October		28	29	30		
3 November		4	5	6		
10 November	10	11	12	13		
17 November		18	19	20		
24 November		25	26	27		
1 December		2	3			
8 December						
15 December						
22 December				Public Holiday	Public Holiday	25 Xmas Day, 26 Boxing Day
29 December				Public Holiday		29, 30, 31 Office Closed for Xmas, 1 New Year's Day, 2 Jan Office Closed

APPENDICES



Family Responsibilities Commission 1 January 2015 to 30 June 2015

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
5 January						
12 January						
19 January						
26 January	Public Holiday	27	28			26 Australia Day
2 February		3 3 3	4			
9 February		10	11			
16 February		17 17 17	18			
23 February	23	24	25	26		
2 March	2	3 3 3	4			
9 March		10	11			
16 March		17 17 17	18			
23 March		24	25			
30 March		31 31 31	1		Public Holiday	3 Good Friday
6 April	Public Holiday					6 Easter Monday
13 April						
20 April		21 21 21	22			
27 April		28	29	30		
4 May		5 5 5	6			
11 May	11	12	13	14		
18 May		19 19 19	20	21		
25 May						Commissioner Development Week
1 June	Public Holiday	2	3	4		1 Mabo Day for Doomadgee
8 June	Public Holiday	9 9 9	10	11		8 Queens Birthday
15 June	15	16	17	18	Public Holiday	19 Mt Isa Show Day
22 June		23 23 23	24			
29 June						

	Aurukun		Coen		Doomadgee		Hope Vale		Mossman Gorge		Office Days
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APPENDICES

APPENDIX C - Compliance checklist Family Responsibilities Commission 2014 – 2015 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 107
	<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>QGEA - 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 11-21
<ul style="list-style-type: none"> Operating environment 		ARRs – section 11.3	Pages 46-53, 57-59, 101
<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's objectives for the community 	ARRs – section 12.1	Pages 14-17
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	Pages 14-15
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	Page 16-17
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	Page 47
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	Pages 54-55
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	Pages 60-61
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	Page 60
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3	N/A
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.4	Page 65

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Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 15.1	Page 66
	• External scrutiny	ARRs – section 15.2	Page 67
	• Audit committee	ARRs – section 15.3	N/A
	• Internal Audit	ARRs – section 15.4	Page 54
	• Information systems and record keeping	ARRs – section 15.6	Page 65
Governance – human resources	• Workforce planning and performance	ARRs – section 16.1	Page 62
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	Page 63
Open Data	• Consultancies	ARRs – section 17	Page 69
		ARRs - section 34.1	
	• Overseas travel	ARRs – section 17	Page 69
		ARRs - section 34.2	
• Queensland Language Services Policy	ARRs – section 17 ARRs - section 34.3	N/A	
• Government bodies	ARRs – section 17 ARRs - section 34.4	N/A	
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Page 72
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Pages 99-100
	• Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	Page 62



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APPENDIX D

Welfare Reform

Welfare Reform is a partnership between five welfare reform communities, the Queensland Government, Australian Government and the Institute. Welfare Reform aims to address the collapse of social norms and passive dependence on welfare which has displaced responsibility from many Indigenous people.

The partnership communities are:

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 991 people as at 30 June 2014¹.

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 234 people as at 30 June 2014^{2,3}.

Doomadgee

Doomadgee lies alongside the Nicholson River, one of the permanent freshwater rivers that flow from the ranges behind Lawn Hill National Park in North West Queensland. Doomadgee is the first (or last) township on the Queensland section of the Savannah Way. It is 630 kilometres by road to Mt Isa and 1035 kilometres west of Cairns. The community had an estimated resident adult population of 869 people as at 30 June 2014¹.

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 774 people as at 30 June 2014¹.

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 Douglas Shire Council area. The community had an estimated resident population of 99 people as at 30 June 2014³.

1. Note: Adults 17 years and over provided by the Queensland Government Statistician's Office (QGSO), Queensland Treasury, based on the Australian Bureau of Statistics (ABS) unpublished preliminary Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2014.
2. Note: Age breakdowns for Coen are unpublished estimates derived by the QGSO based on the ABS unpublished total preliminary ERP data
3. Note: Total population provided by the Queensland Government Statistician's Office, Queensland Treasury from the ABS unpublished preliminary ERP data at the Statistical Area level 1 for 30 June 2014.

GLOSSARY OF TERMS



Abbreviations

ABS	Australian Bureau of Statistics	ITAV	It Takes a Village
AM	Member of the Order of Australia	NIRA	National Indigenous Reform Agreement
ARRs	Annual report requirements for Queensland Government agencies	OAM	Medal of the Order of Australia
ASP	Alternative Secondary Pathway	PaCE	Parents and Community Engagement
BCP	Business Continuity Plan	PCYC	Police-Citizens Youth Club
BBNI	Bamanga Bubu Ngadimunku Incorporated	QGSO	Queensland Government Statistician's Office
CIM	Conditional Income Management	QLD	Queensland
COAG	Council of Australian Governments	RAATSIC	Remote Area Aboriginal and Torres Strait Islander Child Care
CRM	Customer Relationship Management	RFDS	Royal Flying Doctor Service
CYAAA	Cape York Aboriginal Australian Academy	RSAS	Remote School Attendance Strategy
CYE	Cape York Employment	SARAS	Study and Research Assistance Scheme
CYP	Cape York Partnership	SCM	Student Case Manager
CYWR	Cape York Welfare Reform	SE	School Enrolment
DATSIMA	Department of Aboriginal and Torres Strait Islander and Multicultural Affairs	TAFE	Technical and Further Training
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships	TIS	Translating and Interpreting Service
DET	Department of Education and Training	VIM	Voluntary Income Management
EMT	Executive Management Team	WBC	Wellbeing Centre
ERP	Estimated Resident Population	WCC	Western Cape College
FAA	<i>Financial Accountability Act 2009</i>	Also:	
FPMS	<i>Financial and Performance Management Standard 2009</i>		Cape York Institute for Policy and Leadership (the Institute)
FRA	Family Responsibilities Agreement		Family Responsibilities Commission (the Commission)
FR Board	Family Responsibilities Board		<i>Family Responsibilities Commission Act 2008 (the Act)</i>
FRS	Family Responsibilities Commission		Family Responsibilities Commission Registry (the Registry)
HCSC	Health and Community Services Committee		Mr David Glasgow, Family Responsibilities Commissioner (the Commissioner)
ICT	Information and Communications Technology		
IT	Information Technology		



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For more information on the communities and population compositions, view the Quarterly Reports at: <https://www.datsip.qld.gov.au/programs-initiatives/family-responsibilities-commission> and <http://statistics.oesr.qld.gov.au/qld-regional-profiles>.

