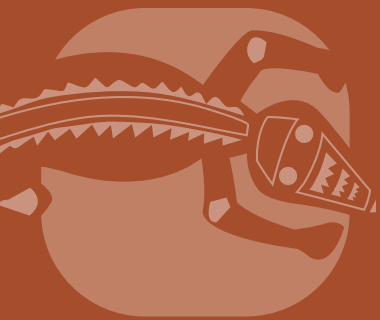


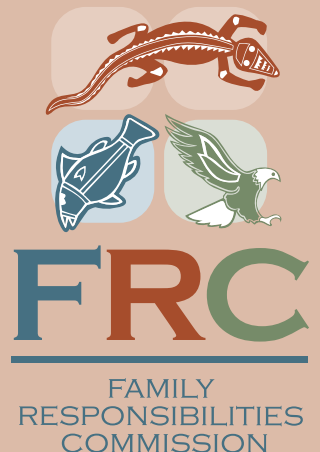
ANNUAL REPORT

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ANNUAL REPORT 2016-2017

FAMILY RESPONSIBILITIES COMMISSION



The annual report of the Family Responsibilities Commission summarises the Commission and its financial and corporate performance for the period 1 July 2016 to 30 June 2017.

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

Family Responsibilities Commission
PO Box 5438
Cairns QLD 4870
Ph: (07) 4081 8400
Fax: (07) 4041 0974

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



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Front cover: Jacqueline Marpoondin, Aurukun

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Deputy Commissioner Rod Curtin with Craig Logan, Eugene Raikabo and Doomadgee Local Commissioner Chris Logan



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.

Dogs by Vernon Marbendinar



22 September 2017

The Honourable Mark Furner MP
Minister for Local Government and
Minister for Aboriginal and Torres Strait Islander Partnerships
PO Box 15009
CITY EAST QLD 4002

Dear Minister Furner

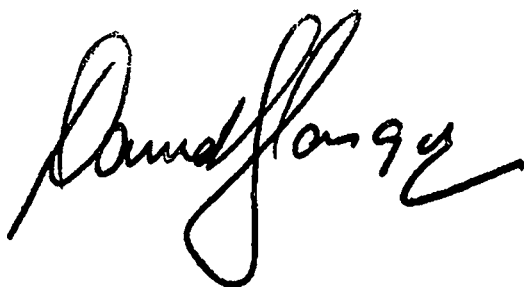
I am pleased to submit for presentation to the Parliament the Annual Report 2016-2017 and financial statements for the Family Responsibilities Commission.

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 102 of this annual report.

Yours sincerely



David Glasgow, AM
Commissioner
Family Responsibilities Commission

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FAMILY RESPONSIBILITIES COMMISSION

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Arabella Pootchemunka





PREAMBLE - NOEL PEARSON



Indigenous people remain locked in the most basic struggle for control of their own lives, peoples, places and futures.

“Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.”

Cape York communities provide prime examples of this crisis, so aptly described in the ‘Uluru Statement from the Heart’.

The Family Responsibilities Commission (FRC) provides a leading example of a structural reform at the local level in five communities. The FRC allows local people to exercise real authority and power, so that we lead the changes needed in our own communities. This is too rare in the heavily bureaucratised world of ‘Indigenous affairs’.

Since its inception in 2008, the FRC and its Local Commissioners have done very good work. The 2013 independent evaluation showed the direct positive impact FRC conferencing was having on helping people to fulfil their most basic responsibilities. Yet despite the FRC’s proven success, there has been no traction within government to build on this work.

There is a lot more the FRC could be doing to help our people. We have a long way to go with things like child protection, domestic violence and making sure that our people are getting the help they need from service providers and programs. We must think about the future and work together, with local people in the leading role, to evolve and develop this successful model.

Coen and Mossman Gorge have made hard won gains, but they do not want to simply return to the dismal landscape of ‘business as usual’ in Indigenous affairs. What is now required is to evolve the model based on the lessons learnt. It would be a backward step to simply take away something that has helped Indigenous people to lead positive changes for these communities.

It is Indigenous people, not government, who are best placed to hold their own people to account and help them to fulfil their basic responsibilities to family and community. Likewise, it is local people who should be afforded the role of senior partner in working out the next steps in the life of the FRC for their own communities.

Indigenous people want, and need, more innovation and structural reform — not less. We want, and need, more power and responsibility placed in our hands — not less. Local Indigenous people must be empowered to lead, and government must play a supporting role. Our futures depend on it.

I commend our Local Commissioners and our Commissioners for the crucial work they do for our people.

Noel Pearson

COMMISSIONER GLASGOW'S MESSAGE



From the Commissioner

Our report outlines the activities of the Commission in the financial year to June 30, 2017 following nine years of operation, and I am pleased to once again report that we have delivered a modest operational surplus.

The Commission conferenced in all five communities, with the majority of conferences in the four welfare reform communities of Aurukun, Coen, Hope Vale and Mossman Gorge being conducted independently by Local Commissioners. I have satisfaction in reporting that in doing so my colleagues have received widespread community acceptance.

The Commission has continued our priorities of concentrating on the care and safety of children, improving school attendance, and supporting Local Commissioners to independently manage their conferences.

Commission staff

Our office in Cairns has functioned well over the past year, ably led by Maxine McLeod who has been active in visiting each community and responding to the needs of each.

This year we were indeed fortunate to obtain the services of Tracey Paterson. Tracey joined us as Finance Manager after the departure of Andrea Cotton who left us to continue her travels overseas.

Whilst our Client Manager has been on extended maternity leave, her role has been ably filled internally by Anne Crampton who has proved well up to the task.

I acknowledge the proven leadership and skills of our small Executive Management Team (EMT) who have again secured an operating surplus whilst functioning on our fixed budget.

The remarkable strength of the Commission's work in the communities could not have been achieved without the dedication of our Local Coordinators who live and work there. Each provides inspiration not only for our Commissioners, but also regularly attend to tasks outside their position descriptions and assist community members to resolve individual problems.

Deputy Commissioner Curtin continues the responsibilities of the Doomadgee circuit. I thank the Commissioner and our colleagues for the good work they are doing, and note that they will commence conferencing independently within the next few months.

Concerns – Child Safety and Youth Justice

Last year I reported to Government the significant and as then unexplained reduction in the receipt of Child Safety and Welfare notices in the communities of Aurukun and Hope Vale.

The *Speak Up, Be Strong, Be Heard* initiative of the Queensland Police Service (QPS) is having a real impact in encouraging local people to be comfortable in voicing and reporting their concerns within the Aurukun and Hope Vale communities.

As I reported last year, we no longer receive Childrens Court notices as a consequence of a change in Government policy. This potentially valuable area of family conferencing within the Commission no longer exists, but we continue to work with families where we can, though meeting with young offenders no longer occurs.



COMMISSIONER GLASGOW'S MESSAGE

Education of children

I record the gratitude of the Commission and our Commissioners to Noel Pearson, the architect of the Commission, for his vision and total commitment to improving the lives of all Indigenous children.

His address in January to the people of Aurukun in the company of Mayor Dereck Walpo and Patrea Walton, Deputy Director-General State Schools of the Department of Education and Training (DET), brought to the attention of that community not only the need for the education of their own children, but also the imperative to educate all Indigenous Australian children. That address is in part recorded in the Hope Vale Commissioners' year in review.

Noel reminded us that it is a challenge to all Australians to ensure each child in our country receives the advantages of a good and complete education. Without education our children will be unable to fully participate in the wider community, honouring their culture and their families by living a full, healthy and meaningful life.

To this end, Commissioners work cooperatively with the school Principals, parents and carers, School Attendance Officers and community members in each of the five communities to assist in lifting attendance levels and endeavouring to ensure their children receive the education to which they are entitled.

Acknowledgements

In the past year five Commissioners have retired due to work and/or family commitments. I thank them all for their service to their communities and Queensland. Sarah Wolmby OAM and Brian Cobus OAM joined me when the Commission first commenced on July 1, 2008. Both were awarded the Order of Australia for their services and I particularly wish to record the thanks of their communities and the Commission for their dedicated service.

Earlier in 2017 a new Minister, the Honourable Mark Furner, was appointed with responsibility for Local Government and the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP). Director-General, Ms Clare O'Connor, continues in her role. I acknowledge her leadership and commitment to the improvement of the lives of Indigenous people in Queensland.

The community of Aurukun is recovering well from the disturbances of 2015. Community members and Elders deserve recognition for the mature way in which they have handled complex inter-clan relationships over the past 18 months. The involvement of Elders in that community and their willingness to take positive leadership has been an inspiration to observe.

The Commission and the Aurukun Commissioners acknowledge the involvement of Brendon McMahon, the Queensland Government Senior Coordinator in Aurukun, in these processes. His presence and contribution have resulted in a community devoid of major disturbances, and a place where people are going about their lives with purpose. His persistence in implementing the Premier's Four Point Plan for Aurukun has seen commitment from the State Government and non-Government organisations to work collaboratively and effectively. The Australian Government has also worked closely with Brendon to ensure their services are similarly working effectively and collaboratively. I am observing significant measurable results with less duplication, and more hands-on participation and acceptance of responsibility for service delivery. He reports directly to the Director-General of DATSIP, Ms Clare O'Connor.

COMMISSIONER GLASGOW'S MESSAGE



The future

As we commence our tenth year serving the welfare reform communities, I am reminded that the Family Responsibilities Bill 2008, introduced into the Queensland Parliament on 26 February 2008 by the then Premier the Honourable Anna Bligh, was passed with bi-partisan support on 13 March 2008 and signed into law by the Governor of Queensland on that day.

In introducing the Bill to Parliament Premier Anna Bligh said,

“This is a ground-breaking trial, unique in the world. It will be a significant departure from the policies that have been tried in the past. The bill establishes the Family Responsibilities Commission as the driving force in changing local social norms and behaviour. It will directly link improved care for children to welfare and other government payments.”

Our Act then had a sunset clause which had the Commission concluding operations on 31 December 2011. Successive Governments have extended the operation of the Commission. A closing date was finally removed by the Campbell Newman led Government in 2014.

The Commission awaits with interest the outcome of the review currently being undertaken by the State and Australian Governments which is considering a transition of the welfare reform communities of Coen, Hope Vale and Mossman Gorge to the next stage. Local consultations will continue later in 2017.

David Glasgow AM
Family Responsibilities Commissioner



Local Commissioners from Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge with Commissioner Glasgow, Deputy Commissioner Curtin and Noel Pearson at the Local Commissioner Development Week May 2017



STRATEGIC OVERVIEW

Our vision

Vibrant welfare reform communities that 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 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.

Strategic outcomes

- Improved community wellbeing
- Improved community responsibility
- Improved organisational capability.

Strategic objectives

- Support the restoration of socially responsible standards of behaviour and local authority in welfare reform communities
- Help people in welfare reform communities to resume primary responsibility for the wellbeing of their communities and the individuals and families of their communities
- Create a capable, agile and innovative organisation
- Know our clients, communities and build partnerships.

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.



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 (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 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 in response to chronic levels of passive welfare, 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 have been 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:

- 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
- 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.



STRATEGIC OVERVIEW

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, 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 welfare reform 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 FRC 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 FRC 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, which was passed by Parliament on 14 October 2014 and proclaimed on 28 November 2014, proposed the following amendments aimed at increasing efficiencies and expanding operations:

- to omit the FRC Act's sunset clause (section 152), which states that the FRC Act expires on 1 January 2015
- to amend the definition of welfare reform community area in the FRC 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.

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.

A further legislative development affecting Commission operations was the passing of the Family Responsibilities Commission Amendment Bill 2015 by Parliament with unanimous support on

STRATEGIC OVERVIEW



1 December 2015. The Bill which received Royal Assent on 17 December proposed to increase the effectiveness of the FRC Act by:

- including an additional domestic violence trigger in response to recommendations in the Special Taskforce on Domestic and Family Violence in Queensland's report, 'Not Now, Not Ever: Putting an End to Domestic Violence in Queensland'
- expanding the scope for delegation of the FRC Commissioner's powers and responsibilities to the Local Commissioners
- broadening the suitability requirements for the Registrar to more accurately reflect the operational elements of the role
- removing redundant provisions and
- improving information availability in regard to the existing youth justice trigger.

A Bill to amend the Commonwealth *Social Security Administration Act 1999* to extend the income management legislative mechanism utilised by the FRC from 30 June 2017 to 30 June 2019 in the welfare reform communities was passed by the Australian Parliament and received Royal Assent on 26 June 2017. The Australian Labour Party and Australian Greens supported the Bill on the basis that an independent evaluation of income management in the welfare reform communities be undertaken. To date the Australian Government has not provided dates or the Terms of Reference for this review.

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, Deputy 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.



STRATEGIC OVERVIEW

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, the Local Commissioners' Handbook, the Local Commissioners' Conference Guidelines and annual on-line training in Ethical Decision Making and the Code of Conduct.

Our activities specifically support DATSIP 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, seven 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
- 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.

The Commission supports the 'Towards a Queensland action plan for vulnerable Aboriginal and Torres Strait Islander children and families' by participating in round table forums and working groups and empowering/stabilising families through the conferencing and referral processes.

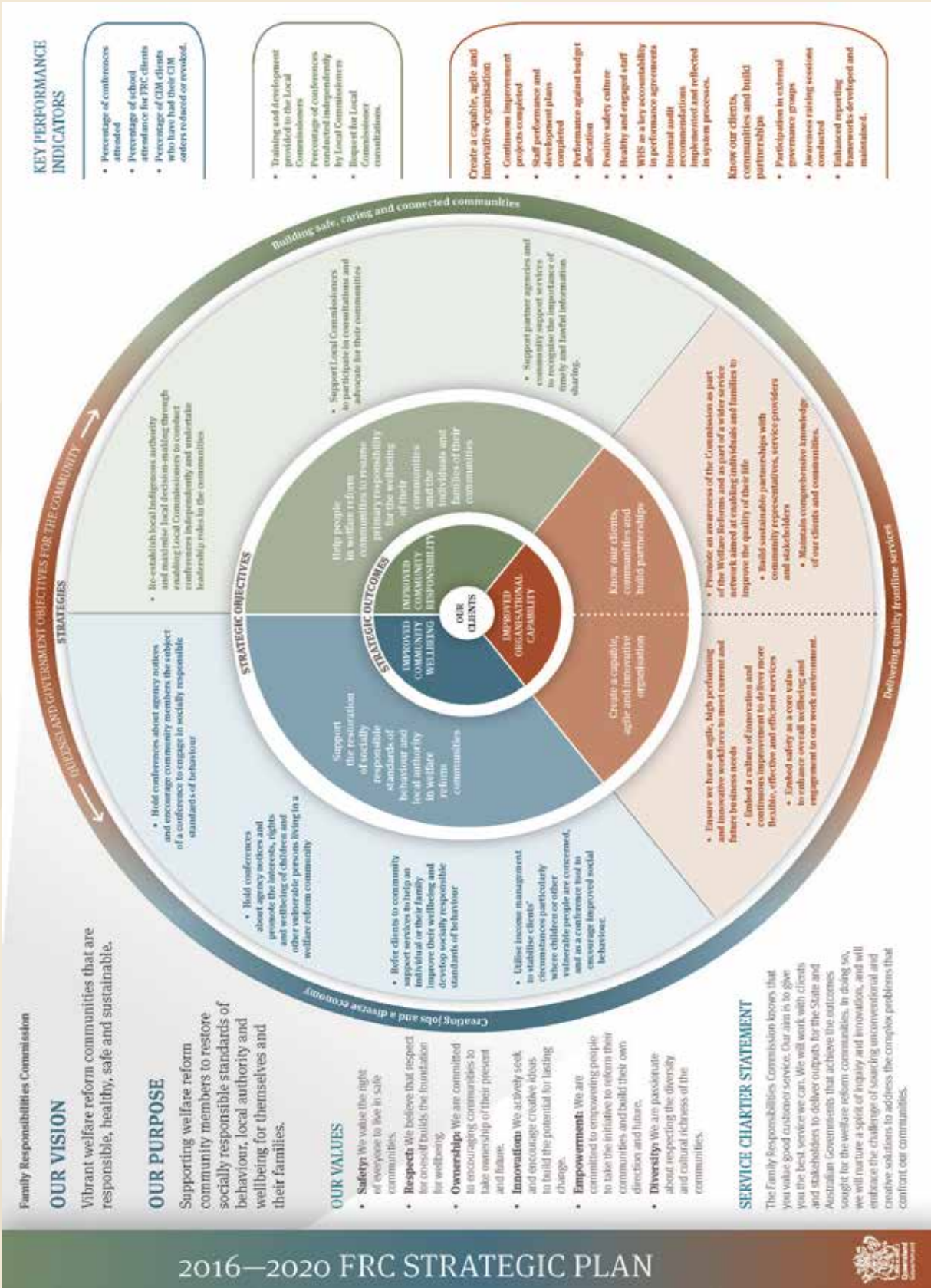
Our challenge

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 have 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. In meeting this challenge the Commission is supporting the 'Moving Ahead' program – a whole-of-government strategy to improve Indigenous economic participation. The Commission interacts with the strategy by referring individuals to public services, assisting community members to gain benefits from available opportunities and improving student transitions to education.

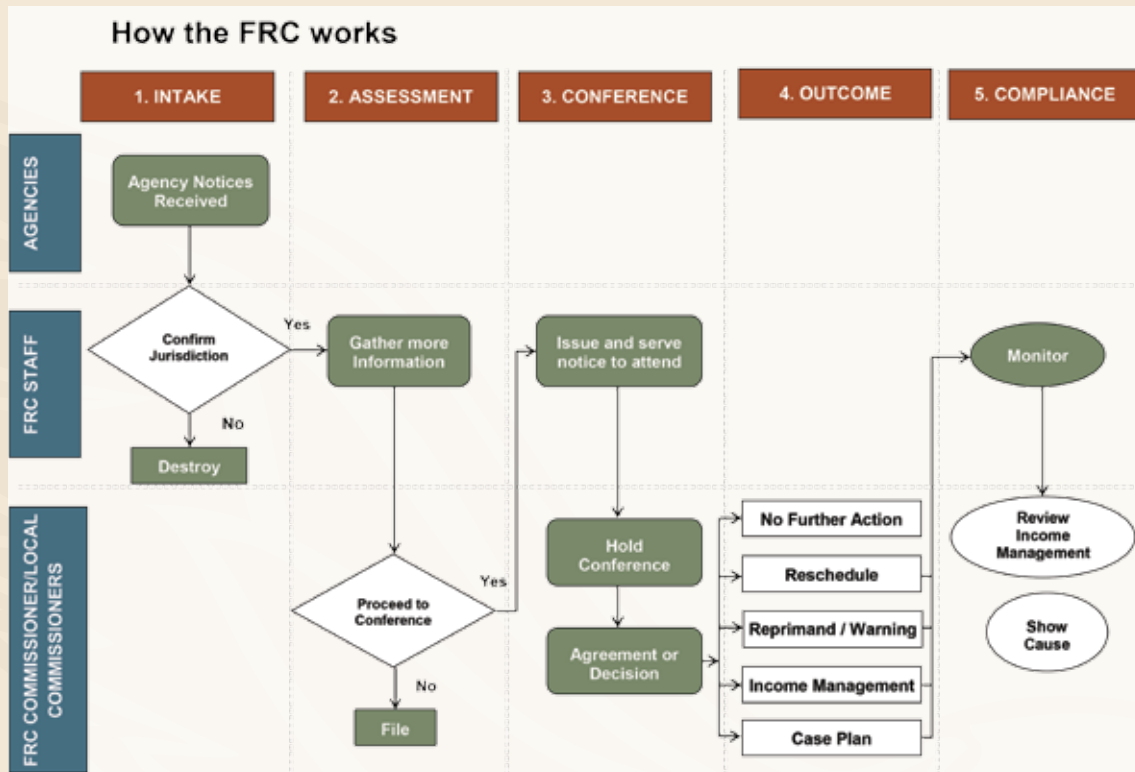
Our Local Commissioners collaborate with the community to identify and resolve critical issues, advocate for their community by meeting with Ministers and government departments, and assist in ensuring that informed decisions are made by the transparent sharing of information.

STRATEGIC OVERVIEW





HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



The primary objective of the Commission, as set out in the FRC Act, is 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 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 FRC 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 for the communities of Aurukun, Coen, Doomadgee¹, Hope Vale and Mossman Gorge 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.

1. Agency notices for the community of Doomadgee are presently received from DET and DCCSDS only.

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



- The Department of Communities, Child Safety and Disability Services (DCCSDS) 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 (DJAG) must submit a Court Offence notice if a person is convicted of an offence, or if a domestic violence protection order is made against a person.
- The Department of Housing and Public Works (DHPW) 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 is/are within the jurisdiction of the Commission in accordance with the FRC Act. Section 49 of the FRC Act provides that the Commission can deal with an agency notice relating to a community member. Section 7 of the FRC 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. On 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 to attend the conference.

Service of notice to attend conference

Following a determination to proceed to conference, and prior to the actual conference, the client is served with a 'Notice to Attend Conference' at which time he/she 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. In the event that a client fails to attend as per the notice, the Commission may re-schedule the conference, and again a notice is served prior to the re-scheduled conference.

Conference

At the conference Commissioners discuss with the client the subject matter/s 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 can be 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 further action is necessary, reschedule the conference, reprimand the client, encourage the client to enter into a Family Responsibilities Agreement (FRA), direct the client to relevant community support services or place the client on a Conditional Income Management (CIM) order.



HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS

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 or
- other appropriate support services.

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 may also be 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 or utilities 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 monitoring

Clients who enter into an agreement, or who are ordered to attend community support services are monitored 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 or 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 monitored during the case management phase includes those who are incarcerated, out of community, in hospital or on probation orders. Their

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



circumstances are monitored to ensure that where change occurs, such as release from prison, they are supported on their return to the community.

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 and 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.



Noel Pearson with Hope Vale Local Commissioners Doreen Hart, Cheryl Cannon, Erica Deeral and Selina Bowen and Hope Vale Local Coordinator Matt Thompson



THE COMMISSION — WHO MAKES UP THE COMMISSION

FAMILY RESPONSIBILITIES COMMISSIONER

Commissioner David Glasgow AM



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 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 the firm for 27 years, becoming a senior partner and gained 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 Childrens 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 the position on 25 April 2008. The Commissioner was, with his Commissioner colleagues, reappointed for a further term of three years from January 1 2015.

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).

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 more than 25 years. Over the years he has been called on to conduct many seminars and training sessions for students at James Cook University, the Department of Education and

THE COMMISSION — WHO MAKES UP THE COMMISSION



Training and Family Court counsellors on family law and domestic violence issues. Deputy Commissioner Curtin has also mentored young solicitors and field officers attached to the Aboriginal and Torres Strait Islander Legal Service.

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.

LOCAL COMMISSIONERS

Aurukun



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

Kerindun was re-elected to the position of Aurukun Shire Councillor in the Local Government elections conducted on 19 March 2016 and has been appointed Deputy Mayor. Commissioner Kerindun previously held the position of Engagement Officer at Queensland Health until his election as a Councillor for the Aurukun Shire Council in 2012. 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.



Commissioner Doris POONKAMELYA OAM (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. On 19 March 2016 Commissioner Poonkamelya was elected as a Councillor for the Aurukun Shire Council. 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 carer for Child Safety Services, Aurukun Commissioner Poonkamelya believes in ensuring a safe environment for children to grow and mature.



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

later Cairns Business College. Commissioner Woolla was re-elected to the position of Councillor in the Aurukun Shire Council on 19 March 2016. Upon election to the position of Councillor for the Aurukun Shire Council in April 2012 she retired from her position as a Recognised Entity, where she worked alongside DCCSDS to assist families and children in Aurukun.



THE COMMISSION — WHO MAKES UP THE COMMISSION

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 supports the education and training of young people and together with her husband, Aurukun Mayor Dereck Walpo, strives to improve opportunities for her community.



Commissioner Dorothy POOTCHEMUNKA (Winchanum / Aplach Clans) was born, raised and educated in Aurukun, and now has 10 children, 16

grandchildren and four 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 OAM (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 and then attended Technical and Further Education in Cairns, obtaining a qualification in community teaching. On 19 March 2016 Aurukun Commissioner Koomeeta was re-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.

Coen



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

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

THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner May Mary KEPPLE OAM (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. 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 OAM (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 QLD Health. In his role with QLD Health he assists with the transportation of patients to hospital. In addition he maintains hospital property and performs groundsman's duties. He is deeply involved with supporting young people 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 OAM (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 Team Leader. 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 Elaine 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) commenced with the Commission on 14 May 2015. Coen Commissioner Alison Liddy was 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 roles as an Indigenous Health Worker with the Coen Primary Health Care Centre, Community Engagement Officer with the Royal Flying Doctor Service (RFDS) and Apunipima Cape York Health Council at the Coen Wellbeing Centre. Local Commissioner Alison Liddy 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.



THE COMMISSION — WHO MAKES UP THE COMMISSION



Commissioner Maureen LIDDY

(Lama Lama Clan) also commenced with the Commission on 14 May 2015. Coen Commissioner Maureen

Liddy has worked extensively with families and children across Cape York. Local Commissioner Liddy taught at a number of schools in the far north, including Bloomfield River State School where she became the Acting Principal. She was the Coen State School Principal for some five years and then was the Hope Vale State School Principal. For a time in Hope Vale she also took on the task of being the Coordinator, Cape York Indigenous Communities. She resigned as the Principal of Hope Vale State School and took on the role of Transition Officer for Queensland Education, assisting in moving children from primary schools to secondary schooling, and even further education. In 2010 Coen Commissioner Liddy resigned again from active teaching and took up an appointment with Cape York Partnership as a manager involved with the academy schools and teachers, helping them to become familiar with and proficient in direct instruction teaching. In 2013 she began working for the RFDS in Coen as a Community Development Officer and in 2015 moved to the position of Services Coordinator. On 1 April 2017 Coen Commissioner Liddy's position transitioned from the RFDS to the Apunipima Cape York Health Council. She holds a Graduate Diploma in Education and is a member of the Coen Justice Group, the local Sports and Recreation Association and is a member of an Advisory Committee to the Cook Shire Council, advising on Aboriginal needs and concerns. Coen Commissioner Maureen Liddy's personal interests include camping, fishing, reading, four wheel driving and meeting people.

Doomadgee



Commissioner Christopher

LOGAN (Garrawa Ghuthaarn Clan) was born in Normanton and educated at Normanton State School to year 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 to 2012. He has also driven trucks and has run 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 in 2013 to his commencement in the initial role of School Attendance Supervisor at the Doomadgee State School, working directly alongside the Doomadgee State School Principal. Local Commissioner Logan currently holds the position of Indigenous Education Leader at the Doomadgee State School. Doomadgee Commissioner Logan played Rugby League for the Doomadgee Dragons from 1989 to 2007, captaining the side from 1989 to 1994, and was the club chairperson from 2008 to 2014. He loves to spend his weekends taking his grandchildren out bush, camping, hunting and fishing.

THE COMMISSION — WHO MAKES UP THE COMMISSION



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.

Doomadgee Commissioner Gallagher has spent nine years as a Community Police Officer, eight years as a mechanic, and also with the Doomadgee Aboriginal Shire Council as a machine operator, doing mostly road works. He is currently employed as a Senior Community Worker for Save the Children. 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, grandmother to 17 and great grandmother to six, Elaine has firm ties to several clans within the community and derives great joy from her extended family. A strong Indigenous woman, Local Commissioner Cairns worked as a cleaner and receptionist at the Doomadgee Aboriginal Shire Council, served as Deputy Mayor from 2004 to 2007, acted as Mayor for six months in 2007 and was a Councillor from 2012 to 2016. 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. As a hobby she also enjoys composing and writing poems and songs.



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 worked at DCCSDS and the Doomadgee Hospital. She has also worked as a receptionist, a teacher aide at the local school and a Centrelink agent. During the 1990s she spent seven years as a Family Support Worker at the Women's Shelter. From July 2009 to March 2013 Karen worked at the day care centre also as a Family Support Worker. Doomadgee Commissioner Jupiter has four children of her own and has been a foster carer for five others. 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 parents' 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 Aboriginal Shire Council and as a Family Support Worker with RAATSICC. 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 trained in the area of 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. She was a Councillor with the Doomadgee Aboriginal Shire Council from 2008 to 2012. Married to fellow Local Commissioner Christopher Logan, she says family is her priority. She has fostered many children and is presently fostering 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 14 grandchildren.



Commissioner Guy DOUGLAS

(Waanyi / Gangalidda Clans) has always lived in Doomadgee, apart from a year spent completing his education at

Atherton High School. He has worked as an Aboriginal Health Worker and Senior Community Worker with Save the Children, and is currently employed as a Community Police Liaison Officer. Doomadgee Commissioner Douglas is married to Cecilia, is father to six children and they have one grandchild. 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.

Hope Vale



Commissioner Victor Patrick GIBSON OAM (Binhthi / Bulcan Clans) worked as a Student Case Manager for Cape York

Aboriginal Australian Academy (CYAAA) in Hope Vale for three years until his retirement. He is the organiser of the Young Leadership Forum, encouraging young people to become the leaders of tomorrow. He is an active member of the Hope Vale Men's Group again supporting the young and encouraging the role and merits of traditional or back-to-roots cultural and community activities. Local Commissioner Gibson has devoted much of his working career to Hope Vale, to help build up his community, 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 with his particular concern of making sure there is a place for young people in leadership and governance roles.



Commissioner Doreen HART OAM (Binhthi / Bulcan Clans)

currently holds the position of Team Leader/Service Provider with Apunipima Cape York Health

Council. In 2015 she was selected as a Cape York representative for the 2015 Emerging Leaders Program hosted by Jawun, however health issues prevented her from completing the program. Her former roles include Engagement Officer for Cape York Empowered Communities Backbone Organisation, Community Development Officer with 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 COMMISSION — WHO MAKES UP THE COMMISSION



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 Indigenous Teacher Coordinator with Good to Great Schools Australia, working with Teacher Aides, upskilling them and assisting them towards a teaching career. Her role also involves engaging community people to be more active within the school community, in addition to providing support for school attendance and incorporating cultural aspects within the school. She joined the Commission as a Local Commissioner in Hope Vale 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.



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 North Queensland Land Council and Cook Shire and Hope Vale Aboriginal Shire Councils. She attended Hope Vale State School, Cairns West

State School, Trinity Bay High School and the Cairns Business College. She is a traditional owner and a Director on the Hope Vale Congress Aboriginal Corporation. Hope Vale Commissioner Deeral is a mother to two sons and grandmother to three granddaughters and one grandson.



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. Her daughter attended at the Coen Campus of CYAAA in 2015 and is currently at the Hope Vale Campus of CYAAA. Local 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 and 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 commenced with the Commission on 14 May 2015 and on 19 March 2016 was elected to the position of Hope Vale Aboriginal Shire Councillor in the Local Government elections.



THE COMMISSION — WHO MAKES UP THE COMMISSION

Mossman Gorge



**Commissioner Loretta SPRATT
OAM** (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. Commissioner Spratt later moved to the Gorge where she has resided for the past 23 years with Nathan. Mossman Gorge Commissioner Spratt has previously worked in the areas of sport and recreation. She has completed a Certificate III in Horticulture, discovering her true passion in life, and is currently employed by Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) propagating and using native plants and trees in landscaping.

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 a love of reading, and continues to learn new skills to complement her Local Commissioner role in the community. Mossman Gorge Commissioner Spratt continues to work closely with young people and the women of her community to promote strong, healthy and supportive families. On weekends she likes to spend time with her nieces and nephews fishing, enjoying the natural beauty of the Daintree area, reading and particularly gardening at home.



**Commissioner Karen GIBSON
OAM** (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. Karen currently holds the position of Cape York Empowered Communities Regional Coordinator at Cape York Partnership. She has previously held the position of Vice Chairperson of BBNAC and is the current Chairperson.

Mossman Gorge Commissioner Gibson is also on the Board of Directors for the Cape York Girl Academy and is the Champion for Empowered Communities in Mossman Gorge. Other positions held include Board Member for the Cape York Land Council, Director of Kuku Yalanji Dreamtime Tours, Attendance Case Manager with Cape York Partnerships and Local Coordinator for the Family Responsibilities Commission, Mossman Gorge. 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. Mossman Gorge Commissioner Shuan became increasingly involved in Aboriginal culture and concerns and joined BBNAC. Positions she has held at BBNAC include Secretary, Director, Vice Chairperson and a tourism guide. Local Commissioner Shuan is presently the concierge/ tour guide at the Mossman Gorge Centre, where she welcomes visitors to Country and provides cultural information to the many tourists who visit the area, as well as providing support to other Indigenous staff at the centre. She is also receiving training in management in her concierge role. As a custodian of the Kuku Yalanji culture she is recognised as a cultural leader and a skilled and passionate teacher of traditional dance. Today she leads the dance group for Mossman Gorge Wabal Wabal Dance in local performances which celebrate the culture of Cape York people through song and dance. The group has also performed in Cairns at professional engagements and National Aboriginal and Islander Day Observance Committee week.

THE COMMISSION — WHO MAKES UP THE COMMISSION



Registrar Maxine McLeod



Maxine McLeod was appointed as the Registrar of the Family Responsibilities Commission on 22 January 2016, having acted as the Registrar/General

Manager from 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 led the development and application of human resource and strategic/operational policies and procedures. In the role of Registrar 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 DJAG for a 17 year period, the last four years 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, enjoys cooking and is an avid reader and fisherwoman.



The Executive Management Team

Finance Manager Tracey Paterson, Commissioner David Glasgow, Registrar Maxine McLeod and A/Client Manager Anne Crampton

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 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
Doomadgee trainee:	Mr Robbie Hazeldine
Hope Vale:	Mr Matt Thompson
Mossman Gorge:	Ms Sandi Rye (Cairns based)

The Cairns central 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 central registry is comprised of 14 employees:

- Commissioner
- Registrar
- Finance Manager
- Client Manager
- Senior Advisor (Statistics and Research)
- ICT Administrator
- Finance Officer
- Information Officers
- Senior Case Management – Administration Officer
- Administration Officers.



LOCAL COMMISSIONERS' YEAR IN REVIEW

Aurukun Local Commissioners' report

We have now been Commissioners for a period of nine years and have been conferencing as a team of three Local Commissioners without Commissioner being present on numerous occasions for some time now. Four of us have now had another year as Councillors on the Aurukun Shire Council with Commissioner Kerindun as Deputy Mayor. We continue to learn and work hard in the interest of our Aurukun community. If you look around the community you will see it has new infrastructure and is moving ahead in a positive way. Commissioners Woolla and Koomeeta travelled to Hawaii in March 2017 to attend a Linguist/Art conference.

In May 2016 Brendon McMahon was seconded from the Queensland Police Service and appointed as the Queensland Government Senior Coordinator to Aurukun. He reports directly to the Director-General of DATSIP, Ms Clare O'Connor. His appointment last financial year was welcomed by all of our community. We regard him as a man of his word who understands how our community works and has knowledge of our ways and traditions. He knows, as we all do, that the Government and non-Government agencies are at times ineffectual and casual in carrying out their responsibilities. Brendon is providing the leadership and coordination of services required in Aurukun which we have not seen for many years. He has introduced a cooperative and responsible approach which requires that all agencies hold regular, purposeful meetings in a concerted effort to ensure funded bodies are meeting their benchmarks. We see that there is an ongoing need to employ the right people in government positions to ensure that the community's needs come first and are met.

Parents and carers of children here have worked hard to ensure that the problems in the community which caused the closure of the school and the disruption of our children's education did not follow into the new 2017 school year. We thank our Mayor, Dereck Walpo, Noel Pearson, Founder, Cape York Partnership and Patrea Walton, Deputy Director-General of the Department of Education and Training for their addresses to our public meeting on 17 January 2017. They reminded us that the first priority of all Indigenous Australians is the education of our children so they can each take their proper and rightful place in the world and not continue to fall behind.

In term 1 of the school year we saw the Aurukun State School change over from the Cape York Aboriginal Australian Academy back to the Department of Education and Training. Mike Ennis, the new Principal, was appointed along with a second Deputy Principal at the commencement of 2017. A grant of \$500,000 has been provided by the Australian Government to the Queensland State Government to engage ten School Attendance Officers (local residents) to assist in encouraging students to attend school. Additionally the Australian Government has funded the purchase of two new school buses to help in transporting students from around town to school. A behavioural management teacher has also been appointed. Notwithstanding all these new initiatives, school attendance in 2017 has increased only slightly in term one. Aurukun has a long way to go to reach our goal of 80 percent attendance each and every school day.

On 1 April 2017 we saw community consultations and the changeover of the Wellbeing Centre from the Royal Flying Doctor Service to Apunipima Cape York Health Council (Apunipima). We hope to see actual engagement with clients and our community. Consultation with, and involvement in our community will be essential for Apunipima to succeed in giving our community the assistance our people need.

LOCAL COMMISSIONERS' YEAR IN REVIEW



Government Champion, Michael Schaumburg, Director-General of the Department of State Development has held two roundtables during the past year. Community senior leaders met with the Champion to discuss concerns on behalf of the community and action resolutions with his support. Developments such as the refurbishment of the old hall to house the Police-Citizens Youth Club (PCYC), a splash park being incorporated into the community's swimming pool and the Three Rivers Tavern becoming a community centre were discussed, along with ongoing concerns in regard to housing and overcrowding, policing and schooling.

Our Women's Coordinator was appointed in June. Priscilla Blanco's appointment is an opportunity to bring the women of the five clans within our community together, for whilst some things may at times divide us, we have much in common.

The Aurukun Justice Reintegration Project has commenced with four staff: one located at Lotus Glen, one located at Probation and Parole in Weipa, and a Senior Project Officer and Senior Support Officer located in Aurukun. Meetings are held on a weekly basis to discuss offenders who are due to be released from custody. Local stakeholders who are able to mentor offenders are nominated to engage with the released person on their return to community. The purpose of this mentoring is to assist them in engaging with Centrelink and employment agencies, and to provide any assistance they may require in obtaining medical aid or counselling to 'help them keep on track'.

The Restorative Justice Program (mediation program) had a change of coordinators and the program has been working well with the courts and the feuding groups in community. Our congratulations go to Trevor Adcock and Keri Tamwoy for their continuing efforts to mediate disputes which arise from time to time.

The PCYC is now occupying their new building after works were completed in late 2016. PCYC have been running sporting activities and attending the school to run sessions with the students. After school activities are held for the children and the centre is open to adults who wish to use the facilities from 5pm.

The Aurukun Shire Council has made a number of houses available to community members and there are currently more houses being built. This will assist with the residential overcrowding in our community.

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





LOCAL COMMISSIONERS' YEAR IN REVIEW

Coen Local Commissioners' report

In our last year's Coen Local Commissioners' report we spoke about the importance of working collaboratively with all stakeholders. Working collaboratively continues to be a crucial element of our work. We need to continue to encourage our partners to work with each other and with us to engage our people in community programs. As Local Commissioners we also believe we have a responsibility to ensure that our clients have the opportunity to receive quality services, and that stakeholders have an obligation to ensure they are providing quality services to the community.

Apunipima Cape York Health Council (Apunipima) has recently taken over the Wellbeing Centre in Coen and we can report that this changeover was managed well with a very smooth transition. Importantly, the wellbeing services continued with minimal interruption during this time and for that we are grateful. Apunipima officially commenced on the 1st of April 2017 with many of the Royal Flying Doctor Service staff being retained, which assisted with the transition process. We are happy with the progression of the service since that date, despite initial teething problems being experienced with new IT processes and new procedures to become familiar with such as Apunipima's specific care plan, 'Model of Care'. Under this model the Wellbeing Centre comes under the banner of 'Primary Health Care', and therefore Wellbeing Centre staff are seen as health workers and will be supporting all areas of Apunipima. Wellbeing Centre staff members have commenced training to develop their expertise in this field. We look forward to seeing this new way of care improving connections, and we trust it will assist in working toward a better future for the community.

Government Champion and Ministerial Champion visits have assisted the community with progressive improvements. In previous years we have experienced too much red tape before issues were resolved. This direct link to access State Government intervention has been a very positive step for Coen with a newly approved domestic violence shelter, ambulance station, lights for the football oval and the lack of housing and overcrowding in our community being highlighted with the relevant Government department. In addition, there are new shop owners in Coen which has seen the shop fully stocked on a continuous basis. The new shop owners have also been more than willing to order items for customers that they don't usually stock on their shelves. Access to a wider range of products and consistency in product availability has seen a happier community.

The Department of Housing and Public Works, Housing and Homelessness Services have employed a new housing officer to assist local community members with sorting out maintenance on existing dwellings and correctly recording housing applications. These applications have increased and demonstrate the urgency of required housing in Coen. Overcrowding is still an issue which contributes to domestic violence incidents, school absences and tired children in the classroom.

Coen school attendance is outstanding and continues to be in the high 80 to low 90 percent range. Coen does, however, still need to address some of the more common absences that occur year after year. Some of those recurring absences are as a result of carers taking their children out of school to accompany them on family medical support visits to Cairns, for work training purposes and out of community funerals. All of these events can cause longer than required absences from school.

LOCAL COMMISSIONERS' YEAR IN REVIEW



Earlier this year a new 'Parents Action Group' was formed to initiate a community action plan to identify and resolve gaps in communication between the school and the community. This group started out strong with a lot of enthusiasm, but as the year has moved on the group seems to be missing the required enthusiasm due to the lack of a motivated leader to drive the group.

The occurrence of new teaching staff moving into a remote community has always presented a challenge for the community. Teachers must find a way to adapt, learn about the culture and settle into life in a remote area. For parents, students and the wider community it is very frustrating when routines and teaching staff change on a two yearly basis. The transition unsettles routines with new teaching styles being introduced to students who must then adapt to the change. This year in particular has been more difficult than other years perhaps due to teachers being more unsettled this year than in the past. The community is currently finding solutions and adapting to the interruptions and changes that have taken place. This is another challenge for our community and although it has been a tough year, we look forward to further strengthening the relationship between the school and our community.

This year we have received some heartfelt feedback from services and community members about the strength and advice that we have been able to offer. We have been told that we are an approachable and trusted group that assists in times of need. We have been here since 2008 and our presence is appreciated and welcomed by the community. We are motivated by this to continue with our work as Local Commissioners.

We are pleased to continue serving our community. We feel that Coen has come a long way with Welfare Reform and we are looking forward to continuing to strengthen our focus on the education of our future generation. We feel it is important for our community to develop confidence in our ability to determine our future and to develop alliances with those who can lead us to a better future.

Coen Commissioners Peter Peter, May Kepple, Garry Port, Elaine Liddy, Alison Liddy and Maureen Liddy.





LOCAL COMMISSIONERS' YEAR IN REVIEW

Doomadgee Local Commissioners' report

In our role as Doomadgee Commissioners, we have embraced the powers of income management and we feel we have developed a very positive relationship with our clients to successfully implement the money management strategy. Currently we have 59 clients on the BasicsCard including voluntary income managed clients, and all of the cards have been well received due to the hard work and support we have offered to these community members. Clients continue to attend conference even when they are not listed, and we see this as proof of our excellent and developing relationship with the Doomadgee community. Clients are visiting the FRC for a range of support options and we are always more than happy to assist where possible.

The FRC has now been operating for three years in our community and we can see the positive improvements in a number of families we have been working with. Many of the clients and their families who were the first to attend the FRC on day-one have now completely turned their lives around. Their children have demonstrated significant and consistent improvements in their school attendance, and these children are displaying social behaviours which are considered far more acceptable. Many of our clients have taken up leadership roles within the community by accepting employment at the school, are taking their role as parents more seriously and now acknowledge the positive effect this behaviour has on other community members. These changes are what drive us to continue our work.

In the last financial year we conducted 836 conferences for Child Safety and Welfare and School Attendance notices. The majority of our work was School Attendance notices and we took pride in addressing each and every one of these, as education is the only way forward for the Doomadgee community. We have supported a number of families in huge improvements with their children's attendance, and it is frustrating that bigger community issues, which are out of our control, continue to impact the overall school attendance.

We, together with Deputy Commissioner Curtin and Local Coordinator Bryce Coxall, worked closely with My Pathway and the school which resulted in parents being able to conduct their work hours on the school grounds, supporting their children and the school staff. My Pathway currently has 20 clients completing work hours at the school. The time that parents spend at school is very positive and helps in addressing a wide range of issues such as school attendance, children trying to leave the school grounds, student behaviour, support for teachers, and most importantly strengthening the relationship between the school and community.

We continued to refer our clients to services such as the Wellbeing Centre, Save the Children and Community Health for extra support, but we have been disheartened by the lack of engagement by these services. Our clients report little or no contact. We see this as a large hole in the overall goal of empowering our community members for a stronger Doomadgee. It's frustrating when our clients are expressing the need for help, but the services are not supporting them. We do note that the Wellbeing Centre does not have adequate facilities to allow a private space for meeting with clients and that, along with the centre's location in community, limits the ability for best performance service delivery.

The overall Doomadgee school attendance figures showed an improvement from 49.6 percent in term 2 2016 to 56.1 percent in term 2 2017. Our primary school attendance showed an improvement when comparing term 2 school attendance data from 2016 and 2017, with some year levels experiencing above 70 percent attendance on occasion. Our secondary school attendance also improved across the same period, although for the cohort they are the lowest attendees in the school. There is no support for this age group of students to transition to boarding school which we see as the only option for our children to further their education. The school appears to not currently have the capacity to provide the transition support required. We see the need for a fulltime position to be created with the intent of solely providing support for this age group of children. The main focus should be linking families with boarding schools across the state. Unfortunately there is an insufficient number of alternative pathways available to students, such as vocational training.

School attendances for some families in the community who do not fall within the jurisdiction of the FRC have been extremely low, due (we believe) to our inability to conference them. As a result of the poor attendance

LOCAL COMMISSIONERS' YEAR IN REVIEW



of children (many of whose parents/carers are not in receipt of welfare payments) the Doomadgee State School issued letters to some families warning of potential prosecution under the *Queensland Education (General Provisions) Act 2006*.

The school continues to provide a friendly inviting place for children and parents. Doomadgee State School has recently integrated a reading hour each morning where every staff member on the school grounds goes into a classroom and does one-on-one reading with the children. All service providers in the community are invited to participate in this activity. The school, along with the Student Attendance Officers, provide a bus run with up to three buses collecting children from their houses each morning. This service is essential and has had a great impact on increasing attendance numbers.

Lack of employment and housing continues to slow our community down with severe overcrowding in the houses, and lack of opportunity on the employment front. We would love to see more projects in our community to offer employment options for our clients. We see tourism as a huge untouched market opportunity for Doomadgee. One of the recent projects which has been implemented in the community is a new airport terminal providing a comfortable and cool place for travelling community members and visitors. The Doomadgee Rodeo grounds are also currently undergoing works with new grandstands, fencing and more. This will be the heart of the community come rodeo season, and we will be proud to invite people from outside to participate and enjoy our local rodeos.

We recently had the official opening of our new Doomadgee Business Hub which was constructed in early 2016. Minister Coralee O'Rourke, Minister for Disability Services, Minister for Seniors and Minister Assisting the Premier on North Queensland, and Government Champion Barry Broe attended the opening. During the Minister's visit we took the opportunity to meet with her and her team, and express our concerns and needs for the Doomadgee community.

Sorry business across the community still has a significant impact on school attendance and the attendance of our scheduled clients during conference week. Although we are very supportive of community members taking the time to respect the passing of loved ones, we believe that a clear, structured framework for the handling of sorry business would make it easier for carers of children to identify when it is acceptable, and when it is not acceptable, for children to miss school. This may also reduce the possibility of confusion around the operating hours of local service providers.

Along with the increased number of BasicsCards that have been issued within the community, there has been a reduced number of visits by Centrelink. This has affected our clients transitioning onto the BasicsCard, and has resulted in a lack of support available to assist them to become familiar with the new system. Visits by Centrelink have been up to 12 weeks apart.

In May we all gained new skills and derived great benefit from the training and development that was provided during the Local Commissioner Development Week held in Cairns. The opportunity to share experiences and stories, and obtain new skills by engaging with the Local Commissioners from the other welfare reform communities was invaluable.

We are excited to continue our work and support our community. We recognise the importance of the BasicsCard and see it as one of the most vital tools we can use to change our community for the better. We have clients who have had success with the BasicsCard and have completely turned their lives around. Some of these clients have had such big improvements that we have offered to remove them from the BasicsCard, but they are choosing to remain on it. It's these stories that strengthen our belief in the power of the card, and the positive effects it is having at the individual and community level.

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



LOCAL COMMISSIONERS' YEAR IN REVIEW

Hope Vale Local Commissioners' report

The past year has seen our Hope Vale community take further steps to “*make a change and take control of their community*” (2015-2016 Annual Report – Hope Vale Local Commissioners' report) by stepping up to tackle some of the more disturbing trends. These trends included a resurgence in youth crime - breaking into homes and defacing public buildings with graffiti. A large number of secondary school aged students also became completely disengaged from the education system. We were reminded of the need for all of our children to complete their education by Noel Pearson in his address to the people of Aurukun in January this year when he said:

“Our people have already lived for more than 53,000 years in this Cape York. Fifty-three thousand years, and Europeans have only been in Australia for little more than 200.

People in Cape York were the first people to come to Australia. Back when we first arrived there was land between Cape York and New Guinea, and our ancient ancestors walked across the Torres Strait on dry land. That's how long we have been here, and yet 200 years later look at our people.

We live short lives; we live in great inequality; our health is no good; our education is very poor. There's too many of our people in jail. There's too many of our young people in detention, and there's too many babies taken away from their parents.

That's only 200 years out of 53,000. What about in 100 years' time? Will our people still be alive? Will our culture, will our language be still alive in 200 years' time?

That is the question we need to ask ourselves.

Where will the Wik people be in 200 years' time? We've got to find the answer to that question. We have lived for 53,000 years and what - we're going to all lose it in a couple of hundred?

We can't let that happen. We've got to get strong. We've got to keep our language and culture strong, and keep our land strong. How can we lose everything in just a few hundred years of white fellas coming here when our people prospered for 53,000 years?

So why education? Education is going to make us strong. It's going to make our little ones strong. It's going to make our little ones become Elders; like the Elders you used to have; like the Elders I worked with as a young man.

So I'm not here for the government. I'm not here for the council. I'm not here for my own organisation. I'm here for your children. I want to support the Mayor in his message:

'Bring your children and grandchildren to school because that is the only way to make the Wik people strong, and you will live for hundreds of years into the future if you do that.'

They are the only ones who can keep the Wik people and the Wik culture alive many, many years into the future.

Our plan has got to be as Bama, as Bama from Cape York. Our plan has got to be: 'we have lived for 53,000 years. We are going to live for 53,000 more'.

We have got to get healthy; we have got to get educated; and support our children because they are the future. I want to really echo what the Mayor said, send your children to school every day. Please. They are your future.”

** Extract from Noel Pearson's speech to the members of the Wik Community Aurukun January 17, 2017 in the presence of Mayor Dereck Walpo and Patrea Walton, Deputy Director -General Department of Education and Training*

LOCAL COMMISSIONERS' YEAR IN REVIEW



We in Hope Vale can be very proud of our primary school and the attendance of our children, though attendance on Fridays continues to be a real disappointment as many parents leave the community with their children after work finishes at 12 noon. We plead with the parents to consider what Noel has said about our children's futures, and keep them at school on Fridays and every other school day.

The move last year of Cape York Partnership Parenting teams into the school has seen many improvements in behaviour and the concentration of kids whilst in class. We have also seen a number of fathers taking a greater interest in their children by giving better support to their partners.

We have seen new school and community partnerships and a continuing interest by Mayor Greg McLean and his Councillors in the activities of our school.

We continue to be concerned with those children of Year 7 and older who are not engaged with the high school or Holy Spirit College in Cooktown. There is, in our view, no reason for our young people not to be involved in either mainstream schooling, or the new flexible and positive alternative education programs delivered at Holy Spirit College. A number of carers and parents complain to us that they have little direct control over their disengaged children who cannot see, or be encouraged to see, the advantage of a complete education. Our real worry is that these young people will not have the basic knowledge or skills to actively engage in the workforce. Without a good education they will not be able to cope with the complexity of community life as adults, and may well fall by the wayside.

In the past year we have noticed a neater and cleaner community, with more housing completed and welcoming and pleasant places to live and work. Much credit for this should go to the Hope Vale Aboriginal Shire Council and its workforce, but also the community generally for taking more pride in our place.

We saw the retirement of longstanding Hope Vale Commissioners Brian Cobus and Ivan Deemal whose individual workloads and commitments to family have prevented them from sitting in conference. Their retirement has brought about vacancies and steps are underway to fill these positions with young persons from Hope Vale. Following an approval process, appointment of Local Commissioners is then made under section 12 of the *Family Responsibilities Commission Act 2008* by the Governor in Council. We wish each of our colleagues well and thank them for their commitment and service to the Commission.

Our Local Coordinator, Samantha Foster (Sam), left the Commission in January. Matthew Thompson, who is known to us all from his time in Hope Vale as a School Attendance Officer, has taken over and we welcome him and his partner Naomi who has joined the teaching staff at our school. They have taken up residence in our community and we are happy to see their return.

We continue our work as Local Commissioners, offering advice and assistance to our fellow community members where we can. This year we have continued to convene and chair many of our own conferences, referring to Commissioner Glasgow on matters of law. His advice to us is that we are fully capable of attending to all matters which come before the Commission in our own right, as Local Commissioners and as members of the Hope Vale Community.

Hope Vale Commissioners Victor Gibson, Doreen Hart, Erica Deeral, Cheryl Cannon and Selina Bowen.



LOCAL COMMISSIONERS' YEAR IN REVIEW

Mossman Gorge Local Commissioners' report

This year has been one where we have looked back and taken into consideration how far we have come, the hard work we have done, and the changes we have seen since the beginning of the Family Responsibilities Commission in 2008. At times it feels as though we are going around in circles and revisiting the same matters, but we remind ourselves of the substantial improvements that have occurred thus far.

There have been many ongoing challenges year after year, particularly where visitors are staying in our community with an ignorance of the community's chosen future path. Visitors and some community members continue to drink alcohol and play loud music in our community, ignoring the standards that have been set. There have been times when these parties carry on for days, particularly when there is an event occurring such as the 'State of Origin'. We are unable to bring these visitors into conference as they are not within our jurisdiction, however, we bring in the persons responsible for hosting these parties where we can. We will continue to guide and support our mob toward a better future.

There have been many concerns over the past year in relation to underage drinking in our Mossman Gorge community, and youth getting into trouble with the law. We continue to bring those tenants responsible for parties into conference and seek the support of police and ground based services to address these issues. We have raised our concerns with Police Commissioner Ian Stewart, and the Government Champion David Mackie about the high consumption of alcohol in the community, and we asked for their support in the inclusion of limited hours on the sale of wine in the Mossman and Port Douglas Liquor Accords from the local liquor distributors. We feel that restrictions on alcohol sales will limit the consumption of all day drinking that continues through the night and into the following day. Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) and the wider community of Mossman also support reduced hours on wine sales in the Mossman/Port Douglas area. Public intoxication and anti-social behavior has been affecting the wider community.

We often feel disappointed when community members advise us that their calls to police have not been responded to by visits to the community. Our discussions with local police have revealed that this is due to the low number of officers on duty and/or officers who have been called out to higher priority matters.

This year has seen the change-over of contracts at the Wellbeing Centre from the Royal Flying Doctor Service to Apunipima Cape York Health Council. We believe the transition to Apunipima will be a positive step forward for our community, and understand there are challenges to be faced and patience required while the service develops their programs and incorporates a new culture within the Wellbeing Centre. It is disappointing, however, that during these first three months of operation there has been no concerted effort to re-establish the Local Advisory Group (LAG). We would hope to see that the LAG is established in the very near future.

We are proud, but humble, about our work in building relationships with the community, stakeholders and service providers. We have unfortunately found that keeping relationship connections with some stakeholders is still a struggle. We have had difficulty understanding some of the actions of the Department of Housing and Public Works, Housing and Homelessness Services who continue to determine which clients will be breached, seemingly based on their relationship with clients rather than the breach itself. We feel that this department

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does not take our positions and the work we do for our community seriously. We live and work in our community and are on the receiving end of community complaints about the misconduct of tenants. Although we have the power to deal with clients who breach tenancy conduct conditions, we rarely receive notices of breach.

We commenced the 2017 conference year with reduced sittings in response to a reduction of trigger notices received, however, we have gradually returned to fortnightly sittings due to an increase in trigger notices this financial year. We have seen an increase in Magistrate Court notices by 27 (mostly alcohol related notices), District Court matters by five, Domestic Violence Orders by four, Domestic Violence Breaches by five and BBNAC Housing Tenancy Breach notices by eight. Primary school attendance has been consistently good showing a decrease in School Attendance notices by 20 and School Enrolment notices by two.

Conference attendance this year has varied with attendance quite high at times when the community is settled into their daily routines, and quite low at other times despite our efforts. Poor attendance has followed unsettling occasions due to funerals and noteworthy events such as the 'State of Origin' (as previously mentioned).

We believe the majority of community members respect us as Local Commissioners and our vision for the future of our people. We will, however, continue to support and encourage those who have not yet made the decision to walk with us to move forward and improve their lives and the lives of their children.

Mossman Gorge Commissioners Loretta Spratt, Karen Gibson and Karen Shuan.

Artwork by Mossman Gorge Commissioner Karen Shuan, on display at the Mossman Gorge Centre's Art Gallery

Artwork from left to right: KurrANJI (Cassowary), Wawu Spirit, Kudi & YalngANJI (Barramundi & Manta Ray) and Ngawiya & Bilngkumu (Seaturtle & Saltwater Crocodile)

karen shuan julay





REGISTRAR'S YEAR IN REVIEW

From the desk of the Registrar

Operations

This annual report outlines the progress we have made in the past 12 months to build upon our achievements, the difficulties we have faced over the period, and how we propose to meet the future needs of the Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge people. It acknowledges the invaluable contribution of the Local Commissioners in driving welfare reform in their respective communities and the ongoing challenges they face.

The operational workload of the Commission for the 2016-17 financial year has continued to grow from last year with the largest number of both conferences held and unique clients conferenced since the commencement of the Commission in 2008. The Commission received a total of 7,781 notices about community members within jurisdiction which resulted in 2,523 conferences held, 235 referrals made to service providers and 8.36 percent of clients on case plans as at 30 June 2017. A total of 265 CIM orders were issued throughout the same period.

The Commission has been closely monitoring client attendance at conference to more accurately identify explained absences from conference. Commencing in October 2016 attendance statistics were provided to the Local Commissioners whilst in conference to focus on and develop future strategies to encourage attendance and re-engage with clients where necessary. This extra focus has resulted in increased attendances in the last six months of this financial year in all communities, ranging from a 6.3 percentage increase to a 16.3 percentage increase. Best attendances were achieved in the two largest welfare reform communities of Aurukun and Doomadgee of 81.4 and 73.6 percent respectively. Of those not attending, approximately 19 percent were for explained reasons.

The first quarter of the 2016-17 year began quietly with school attendance in Coen, Hope Vale and Mossman Gorge remaining within the acceptable to good range. School attendance in both Aurukun and Doomadgee continued to present a challenge during the past 12 months, but did show some improvement from term 4 in 2016 to term 2 in 2017. Commissioners and Local Coordinators in each of the welfare reform communities have placed priority on improving school attendance, and have been committed to maximising client attendance at conference, recognising the level of client attendance as a measure of Commission performance. The Commissioners believe that the long term success of the Commission depends on meaningful interaction with clients and the community, maintaining conversations, asking questions and adding value to client relationships. The Commissioners have affirmed that building upon the sense of community is pivotal to their success.

This year saw major changes for the Aurukun State School. Following the Minister for Education, Kate Jones, ordering a departmental review of the then CYAAA Aurukun campus (the finding of which endorsed Good to Great Schools Australia's (GGSA) ongoing role at Aurukun, but with greater departmental oversight and limited direct instruction curriculum) negotiations commenced between Education Queensland (EQ) and GGSA for the joint running of the school. In November 2016 a new Executive Principal was appointed to the school after an extensive recruitment process undertaken by EQ, prior to which Noel Pearson had written to the Queensland Government advising that GGSA would withdraw its support to the school from 2017 as negotiations had reached an impasse.

Much work has been done since January 2017 by Brendon McMahon, the Queensland Government Senior Coordinator in Aurukun and the Queensland Government in uniting service providers and other agencies in Aurukun toward a communal resolution of issues (including

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the schooling) carried forward from the 2015-16 financial year. There has been significant improvement in the mediation program and its effectiveness in community to bring about an understanding of joint interests and goals for personal reconciliation.

Of particular note in the second quarter of this year was the announcement from the Department of the Prime Minister and Cabinet (DPMC) of the transition of wellbeing services from the Royal Flying Doctor Service (RFDS) to Apunipima Cape York Health Council (Apunipima) effective from 31 March 2017. Comprehensive client summaries were provided to the Commission by the RFDS to facilitate continuing support services through Apunipima. Apunipima representatives advised that as part of the consultation process conducted for the transition of wellbeing services, community members were asked which programs they would like to see offered to their community members. The first round of three monthly reports on the progress of clients with case plans transferred to Apunipima were delivered in June. The reports provided information in relation to engagement strategies and assessment, and contained details of intervention plans where appropriate.

The Local Commissioners have continued to grow in local authority since 2008 with the majority of conferences now being conducted in Coen, Hope Vale and Mossman Gorge without the presence of the Commissioner or his Deputy Commissioner. Doomadgee Commissioners will commence conferencing as three Local Commissioners in the 2017-18 year.

Policy

Due largely to the unrest in Aurukun in the 2015-16 financial year, the Commission reassessed its responsibilities for those employees living and working in Indigenous communities who face safety issues through their work and in their daily lives which are not encountered in suburban settings. A 'Guide to living and working in Indigenous communities' was created and released to staff to assist in the identification, assessment and control of risks associated with remote or isolated work, and a guideline was also created to assist employees who find themselves having to deal with a traumatic event or critical incident in or out of community. A further eight human resource policies were reviewed and released in the reporting period.

Significant events

In February 2017 the Honourable Mark Furner MP for Ferny Grove was appointed as Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships. Subsequently on 14 February the Legislative Assembly resolved to amend schedule 6 of the Standing Orders which reflect recent Ministerial appointments and associated administrative arrangements. As a result, the Commission's oversight committee transitioned from the Finance and Administration Committee to the Infrastructure, Planning and Natural Resources Committee. In late May the Committee visited our Cairns office and flew to Aurukun to witness firsthand the role the Commission plays in the communities, and in particular the work its Local Commissioners perform, and the conditions under which they perform it. The Committee, whilst visiting Aurukun, met with the Aurukun Shire Council, the local police, had lunch and discussions with the Local Commissioners and visited the Arts Centre and the Aurukun State School.

The Commission's annual school awards ceremonies were conducted in December in each of the five communities. Prizes were awarded for attendance achievements and included certificates, medals and vouchers. Each year the Commission provides student awards to the welfare reform community schools to positively recognise and support those students (and their families) who regularly attend school, and also to provide an incentive for those students who wish to improve their school attendance.



REGISTRAR'S YEAR IN REVIEW

The Commission held its annual Local Coordinator conference commencing on 17 January. Each year Local Coordinators travel to Cairns prior to the new school year for training and workshop purposes. For the first time the conference was expanded by the attendance of one Local Commissioner from each community. The theme for this year's conference was 'increasing school attendance'. Two reports were delivered from each community, one reflecting identified local issues along with recommended solutions and one from the school principal detailing issues affecting their school, priorities set for the 2017 school year, and how they wished the FRC to interact with them to increase the educational experience for their children. Common issues affecting school attendance were discussed as well as building relationships with strategic partners, parents, school staff and the community generally. The support and transition to boarding schools was a common subject of concern across all communities. Reflection was had on the 2016 goals and what was achieved/not achieved during the past year and why.

In May the annual Local Commissioner Development Week was held with 22 Local Commissioners, Local Coordinators and registry staff attending. From Local Commissioner reports, the week was a great success and provided opportunities for collaborative learning, consolidation of relationships and opportunities for discussion and interactive dialogue on the future of the Commission. A full report on the Local Commissioner Development Week can be found on page 44.

In the 2017-18 Australian Government budget, funding for income management was extended for the welfare reform communities until 30 June 2019. The Australian Government legislative instrument, *Social Security (Administration) - Queensland Commission (Family Responsibilities Commission) Specification 2015* which enables the implementation of income management orders under the *Social Security (Administration) Act 1999*, however, was due to expire on 30 June 2017. On 13 June 2017, the Australian Senate referred the Social Services Legislation Amendment (Queensland Commission Income Management Regime) Bill 2017 to the Senate Community Affairs Legislation Committee for inquiry and report. The Bill was passed through the Australian Senate on 20 June 2017, extending income management for a further two years until 30 June 2019. The Commission considers this extension vital to enable and support its future operations.

Information and Communication Technology

Significant information and communication technology work has been carried out throughout the year with the introduction of more robust unique identifiers for individuals dealt with by the Commission. The adoption of new unique identifiers is an essential component of good administrative practice which has provided clarity in regard to our record systems and also has increased our capacity to meet privacy obligations.

The Customer Relationship Management (CRM) database was modified to allow for the manual entry of service provider updates by Local Coordinators in community and a report created to provide a summary of case-management activity.

In order to substantially reduce the consumption of existing data centre infrastructure and simultaneously improve the efficiency of administration, maintenance and support, the Commission migrated its exchange server from on premise to online. The migration of the exchange server infrastructure to Microsoft Office 365 exchange online, realised benefits which come from moving an email service to the cloud such as increased mailbox capacity, the provision of integrated online archiving for enhanced recordkeeping compliance and improved disaster recovery capabilities.

REGISTRAR'S YEAR IN REVIEW



As reported in last year's annual report the Commission's CRM database was upgraded from version 4 to version 2015 in January 2016. This upgrade provided the capability to build an external web portal to link directly to the database. Work commenced in early 2017 to source a supplier and develop a scope of works to design and build a public facing web portal providing a connection to the Commission's on premise CRM database to facilitate the updating of client case plans by service providers. The benefit of this project is timely reporting from service providers, with comprehensive client reports on attendance and engagement.

Staffing

The Commission is proud of the people who form our organisation and we pride ourselves on our culture which is inclusive and encourages individual input into our strategic planning at every level. We have a Service Charter which states our commitment to work with clients and stakeholders to deliver outputs that achieve the outcomes sought for the welfare reform communities by nurturing a spirit of inquiry and innovation, and embracing the challenges we face on an everyday basis. Each and every staff member contributes their skills and expertise in delivering this charter, led capably by Commissioner Glasgow who espouses in his every day leadership our values of community safety, respect for wellbeing, ownership of the present and future, cultural diversity, Indigenous empowerment and innovation to build potential. Deputy Commissioner Curtin likewise contributes his leadership skills to guide us in the way we work in Doomadgee, the way the Local Commissioners make decisions there and how we interact with the community.

Going into the next financial year, we will strive to engender trust and confidence in the potential of welfare reform to transform Indigenous communities, and will do so whilst providing fair, empathetic and efficient services.

Maxine McLeod
Registrar



Commissioner Glasgow with the registry staff



LOCAL COMMISSIONER DEVELOPMENT WEEK

The month of May features as a highlight in the calendar of Commission operations, as the Local Commissioners travel to Cairns from each of the communities to come together for a week of training and development. The week is an important annual event which serves as not only an opportunity for learning, sharing and team building, but as a small reward for the Commissioners hard work in often difficult circumstances. Agenda items include updates on Commission processes and procedures, information sessions and presentations by expert professionals on particular issues of interest and relevance to the communities, as identified by the Commissioners.

Following the transition of the responsibility of the Wellbeing Centres from RFDS to Apunipima, Commissioners Maureen Liddy from Coen and Doreen Hart from Hope Vale, in their capacity as Apunipima employees, presented to the other Local Commissioners an update and information session on the transition and future plans. Commissioner Liddy spoke of the future focus of services for the community of Coen, and plans for the training and professional development of local staff, particularly in the fields of counselling, suicide prevention and mental health first aid. Commissioner Hart explained the traditional name of the Wellbeing Centre, 'Wawu Dabaar Bayan', telling of its translation as "the good soul house", and expressing her hopes to break down barriers and work towards removing the stigma around community perception of the Wellbeing Centre. Both Commissioners spoke of the aim to take the services out into the community, and to work with community members to source programs that community members see as beneficial.

An important feature of the Development Week each year is the 'Round Table' workshop. The 'Round Table' session provides the Commissioners with the rare and valuable opportunity to collectively discuss matters of significance from throughout the year. The Commissioners use this time to share concerns, reach solutions and plan strategies for the year ahead. Major issues discussed this year included the difficulty caused to Commission operations from the changed reporting of school attendance notices by DET. Inconsistencies in the recording of codes for school absences, the need for additional support in schools for children with behavioural and mental health problems, and support for teachers in managing these behaviours were also discussed.

Deputy Commissioner Curtin introduced guest speaker His Honour Judge Harrison from the District Court of Queensland who talked about the sentencing of Aboriginal and Torres Strait Islander people, and told stories of his experiences throughout his career. Judge Harrison outlined a number of studies done in relation to the overrepresentation and disadvantage of Indigenous people in the judicial system and explained to the Commissioners some of the guidelines that were used in sentencing Aboriginal offenders. The Judge explained the plea bargaining process and advised of the consideration taken into reports provided by community organisations such as Justice Groups. Commissioners and Local Coordinators took the opportunity of a Q & A session to seek information on topics such as exclusion from community as a condition of parole, and the rehabilitation of prisoners on their return.

Judge Harrison's presentation was fittingly followed by an information session presented by a team from Lotus Glen Correctional Centre and Probation and Parole. Michael Macfarlane, the General Manager of the prison, along with Ann Nicholls (Manager Offender Development) and two officers from Probation and



His Honour Judge Harrison

Parole gave an overview of the prison recounting its history, the 2009-2012 redevelopment of the facility, staffing structure, classifications and the diversity of the prisoners accommodated there, including youth

LOCAL COMMISSIONER DEVELOPMENT WEEK



and transgender prisoners. The range of services, activities, programs, cultural events and educational opportunities available to prisoners were described.

Melissa Browne from Cape York Partnership (CYP) gave the Commissioners a comprehensive overview of the Cape York Leaders Program, an initiative offering education, training, access to mentors and practical experience to support the growth of academic and leadership skills in students through to adults.

Tuesday evening's dinner gathering provided the opportunity for author Gordon Dean to launch the second edition of his book, 'The Fire Within', documenting the life stories of the 'backbone of the FRC', the Local Commissioners. The second release of the book was considered necessary in order to include the full accounts of the Doomadgee Commissioners who were appointed shortly before the publication of the first edition.

The Commission remains aware of the difficulties faced by Commissioners living and working in remote communities, often with limited opportunity for recreational activities and respite. In recognition of the nine years of service of many of the Commissioners and as a reward for the efforts of all the Commissioners in recent years, a trip to a conservation and nature reserve with a focus on sustainability and economic development was organised for Wednesday. The Commissioners enjoyed and appreciated the opportunity to spend time consolidating relationships in an open and relaxed environment.

Updates on topics such as the current state of affairs in Aurukun, the status of drug use in Cape communities, Wangetti Girl Academy and the Empowered Communities initiative were presented by Brendon McMahon, the Senior Government Coordinator for Aurukun, Detective Senior Sergeant Kev Goan from the Queensland Police Service, Leanne Fox, Principal of Wangetti Girl Academy and Doreen Hart and Renee Williams from Cape York Partnership.



The Commission continues to commit to providing Commissioners with the best tools and skills to cope with any potential situation that may be encountered by Commissioners in the course of their duties. Training over past years has included resilience and self-care, and mental health first aid. This year David Bradford from Brisbane based DaVange Training facilitated a workshop on 'Managing Aggressive Behaviour and Personal Safety'.

David focused on strategies to help the Commissioners to build positive relationships with clients based on cooperation and not conflict.

Noel Pearson, Founder of Cape York Partnership, placed the focus firmly on the future in an address to the Commissioners on Friday morning. Whilst acknowledging the past good work and gains made by the FRC, Noel expressed his view that it was time to plan for the 'new look' Commission, a model that should include the FRC as a permanent entity, with the possibility of stronger collaboration with the Justice Groups in each community. Noel noted the numbers of Aboriginal children in care, elder abuse and community members living rough in Cairns as significant issues that could potentially be addressed by a new look FRC.

As in previous years the Commission's annual Development Week concluded with Local Commissioners collectively and individually empowered, with a renewed sense of energy and a strengthened resolve to continue to work towards positive outcomes in the welfare reform communities.



OUR PERFORMANCE — REVIEW OF OPERATIONS

Operational highlights

The following report details our performance for the period 1 July 2016 to 30 June 2017.

The Commission has remained committed to a process of continual improvement in an ongoing effort to progress on our commitment to create a capable, active and innovative organisation. During 2016-17 a number of projects were undertaken to introduce new, or amend existing practices towards increasing efficiency in administrative processes and to aid in the delivery of more effective services. These projects included:

- implementation of a new case management reporting framework
- conversion of old community specific, alpha-numeric client ID numbers to unique identifiers, eliminating complications arising from clients moving between communities
- development of a web based portal to facilitate service provider reporting for clients on case plans
- a number of database administrative and technological changes and upgrades to facilitate a 'work smart' approach.

Further process improvement projects arose from the need to change administrative procedures in response to a change in the reporting of School Attendance notices from DET in January 2017. In previous years the Commission received a School Attendance notice when a child reached a threshold of three unexplained absences in a term. Once that threshold was reached, no further absence in that term was notified, however, attendance percentages for children enrolled at the school were routinely reported on a weekly basis which enabled Commissioners to monitor progress. The amendments to DET's reporting resulted in a School Attendance notice being generated each time a three day absence threshold was reached during the term. This resulted in an increase in the number of notifications received from 1230 for the period 1 January – 30 June 2016 to 4576 for the same period in 2017, an increase of 272 percent. In addition the report containing weekly attendance percentages for enrolled children was withdrawn, and requests for individual attendance reports for children have had to be made directly to the relevant schools. This change in reporting has had a significant impact on the workload of registry staff and Local Coordinators, and has also impacted on the scope of information available to the Local Commissioners to use in conference, necessitating changes to administrative processes.

April 2017 saw the responsibility for the operation of the WBCs in Aurukun, Coen, Hope Vale and Mossman Gorge being handed over from the RFDS to Apunipima. This necessitated the transition of the case plans of 117 clients from RFDS to Apunipima for the provision of service. Case workers from RFDS compiled summary reports for 71 clients in Aurukun, 22 clients in Coen, 8 clients in Hope Vale and 16 clients in Mossman Gorge, which were subsequently forwarded to Apunipima.

The change in responsibility for the WBCs afforded the Commission the timely opportunity to implement the first stage of a new reporting framework that was developed as the result of a recommendation from a service system audit conducted in February 2016. The recommendation was that the FRC institute a standardised, quarterly reporting framework to facilitate the collection of meaningful information in relation to the progress of clients referred to support services as an outcome from conference. The new reporting framework aims to:

- improve the timeliness and usefulness of reports as a tool for conferencing
- enhance the FRC's ability to analyse and evaluate program effectiveness and the quality of reports to government
- provide greater service provider accountability and improve service delivery to clients.

The new reports replaced the former Monthly Progress Reports with a more comprehensive quarterly report based on a clinical intervention plan. The first of the quarterly progress reports for the period from April to June 2017, were submitted to the Commission in early July.

A web based portal to enable the report data to be entered directly online is currently under development. The new reporting framework will be rolled out to other service providers following the portal going live early in the next financial year.

OUR PERFORMANCE — REVIEW OF OPERATIONS



To supplement the information provided in the service provider progress reports and to ensure Commissioners have access to up to date information during conference, the Commission has established an internal process whereby Local Coordinators seek a fortnightly update from service providers on those clients scheduled to attend conference the following week. The Commission's CRM database has been enhanced to allow these fortnightly updates to be incorporated into the case management information already collected through the quarterly progress reports. The data has assisted in providing the Commission with a better picture of both individual and broader client outcomes as they progress through a case plan.

The 2016-17 year saw a widely reported period of upheaval for the Aurukun State School. A security assessment and review of education sparked by incidents of violence from a group of young people, recommended that the DET take the lead in the delivery of education services in the community, working alongside GGSA. During a visit to Aurukun in January 2017 Noel Pearson set aside any differences to deliver a strong, positive message to the community that regardless of the provider, the education of children is the key to the future.

"So I'm not here for the government. I'm not here for the Council. I'm not here for my own organisation. I'm here for your children. I want to support the Mayor in his message: bring your children and grandchildren to school, because that is the only way to make the Wik people strong....."

The 2015-2016 Annual Report identified difficulties faced by Local Commissioners in offering support to victims of domestic violence due to the Commission not being provided with details of the aggrieved in the notification of Domestic Violence Orders and Domestic Violence Breaches. Following representations to the Director-General of DJAG the Commission was authorised to obtain a copy of a record relating to proceedings under the *Domestic and Family Violence Protection Act 2012*.

The Commission, whilst respectfully acknowledging cultural protocols surrounding deaths in Indigenous communities, notes the continuing impact of sorry business on school attendance in some communities. Sorry business includes attending funerals and taking part in mourning activities in the community. This can take time out of normal everyday life, sometimes necessitating travelling long distances, and the closure of businesses in community. It is important in Indigenous cultures that people participate in sorry business, however Doomadgee reported community closures due to sorry business on at least 15 days between the 1 February and 30 June this year. Attendance percentages were driven down further by student absences in the days before and after funerals, or for absences due to travel to other areas for mourning. Some Councils have taken steps to lessen the effect of sorry business on school attendance by encouraging a community practice of holding funerals on Fridays where possible and appropriate.

Performance statement

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

Performance measures	2015-2016 actual result	2016-2017 actual result
Percentage of conferences conducted independently by Local Commissioners	New Measure	36.31%
Percentage of CIM clients who have had CIM orders revoked or reduced	28%	34.29%
Percentage of conferences attended	New Measure	65.56%

It should be noted that the 36.31 percent of conferences conducted independently by Local Commissioners is inclusive of conferences held in Doomadgee where the Local Commissioners have yet to sit in conference alone. The percentage of conferences conducted independently by Local Commissioners across the four remaining communities of Aurukun, Coen, Hope Vale and Mossman Gorge was 54.30 percent for 2016-17.



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Discontinued measure

The following performance measure reported in the 2015-2016 Annual Report below has been discontinued, as the Local Commissioners conducted 916 conferences independently in both 2015-16 and 2016-17, with Hope Vale, Mossman Gorge and Coen Local Commissioners sitting independently in over 78 percent of conferences held in 2016-17. At the writing of this annual report the Local Commissioners in Doomadgee have yet to commence sitting alone in conference. This measure was discontinued and the new measure of the percentage of conferences conducted independently by Local Commissioners has been reported instead, in-line with our 2016-2020 strategic plan on page 15.

Discontinued measure	2015-2016 actual result	2016-2017 actual result
Percentage increase in Local Commissioners sitting without Commissioner or Deputy Commissioner	19%	N/A

School attendance rate for 2013-2017 term 2

School Attendance Data	Term 2 2013	Term 2 2014	Term 2 2015	Revised Term 2 2016	Term 2 2017
Aurukun - Overall	-	60.9%	57.5%	43.5%	52.5%
Aurukun community – Primary ⁴	63.4%	64.7%	57.5%	43.5%	58.1%
Aurukun community – Secondary ^{1,4}	-	23.2%	-	-	32.7%
Coen ²	89.3%	92.6%	88.7%	89.2%	86.8%
Doomadgee - Overall	46.8%	59.8%	55.9%	49.6%	56.1%
Doomadgee Primary	49.6%	63.7%	58.9%	54.9%	59.5%
Doomadgee Secondary	24.9%	41.8%	46.2%	35.6%	46.0%
Hope Vale	70.2%	77.6%	83.3%	76.7%	75.3%
Mossman Gorge community ^{2,3}	84.0%	64.0%	67.2%	72.4%	63.8%

1. In 2013 Aurukun secondary campus schooling transitioned to the Alternative Secondary Pathway (ASP) program facilitated by Western Cape College (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. Mossman Gorge community attendance includes attendance for school-identified students from Mossman State School and Mossman State High School.

4. In Term 2 2016, Aurukun Campus of CYAAA was closed from 11-18 May (inclusive) and again from 26-30 May (inclusive). An alternative education program was offered for the remainder of the term covering 31 May to 24 June. Attendance at this alternative program was lower than the normal rates for this term. Aurukun Campus of CYAAA commenced a secondary year level program from August 2016. From 21 November 2016 Aurukun State School was re-established as a stand-alone school.

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Notices within jurisdiction

From 1 July 2016 to 30 June 2017, the Commission received a total of 11,616 agency notices of which 7,781 were in jurisdiction, comprising:

Table 1: In jurisdiction notices by type and community 1 July 2016 to 30 June 2017.

Type of Notice	AU	CO	DM	HV	MG	Total
District Court	65	1	0	22	9	97
Magistrates Court	618	61	0	312	73	1064
Domestic Violence Breach	28	10	0	10	6	54
Domestic Violence Order	76	13	0	65	15	169
School Attendance	2193	123	2831	917	32	6096
School Enrolment	2	2	0	1	1	6
Child Safety and Welfare	111	31	50	48	11	251
Housing Tenancy	5	3	0	15	21	44
Total	3098	244	2881	1390	168	7781

Aurukun accounted for 39.81 percent of the total notices that were in jurisdiction, Doomadgee accounted for 37.03 percent, Hope Vale accounted for 17.86 percent, Coen accounted for 3.14 percent and Mossman Gorge accounted for 2.16 percent.

Table 2: In jurisdiction notices by type and quarter 1 July 2016 to 30 June 2017.

Type of Notice	Qtr 33	Qtr 34	Qtr 35	Qtr 36	Total
District Court	44	42	8	3	97
Magistrates Court	300	224	269	271	1064
Domestic Violence Breach	22	7	9	16	54
Domestic Violence Order	41	50	42	36	169
School Attendance	800	720	3319	1257	6096
School Enrolment	4	1	0	1	6
Child Safety and Welfare	65	79	33	74	251
Housing Tenancy	18	4	13	9	44
Total	1294	1127	3693	1667	7781

Table 3: In jurisdiction notices by community and quarter 1 July 2016 to 30 June 2017.

Community	Qtr 33	Qtr 34	Qtr 35	Qtr 36	Total
Aurukun	513	484	1420	681	3098
Coen	78	58	54	54	244
Doomadgee	336	293	1685	567	2881
Hope Vale	325	255	479	331	1390
Mossman Gorge	42	37	55	34	168
Total	1294	1127	3693	1667	7781



OUR PERFORMANCE — REVIEW OF OPERATIONS

Notices not within jurisdiction

The Commission also received 3,835 notices which were not within jurisdiction, comprising:

Table 4: Not within jurisdiction notices by type and community 1 July 2016 to 30 June 2017.

Type of Notice	AU	CO	DM	HV	MG	Total
District Court	47	0	0	11	12	70
Magistrates Court	653	56	0	494	665	1868
Domestic Violence Breach	22	0	0	10	32	64
Domestic Violence Order	19	5	0	41	73	138
School Attendance	160	17	1441	56	0	1674
School Enrolment	0	0	0	1	0	1
Child Safety and Welfare	4	1	7	3	1	16
Housing Tenancy	0	1	0	2	1	4
Total	905	80	1448	618	784	3835

Notices overview

Of significance in the number of within jurisdiction notices received in this financial year is the rise in the number of School Attendance notices. An increase of 143 percent was recorded from the 2015-16 year with a 361 percent increase occurring between quarter 34 and quarter 35. Changes in the reporting methodology of DET resulted in a School Attendance notice after every third day of unexplained absence, compared to previous years where a notice was generated only once in a term after three unexplained absences. DET will be working with the Commission to rectify the 'over-reporting' of absence notices early in the 2017-18 financial year.

Notable also is the increase in the numbers of notices relating to domestic violence matters. The year saw the number of within jurisdiction domestic violence notices received increase from 111 in 2015-16 to 223 in 2016-17 (101 percent), and not within jurisdiction domestic violence notices increase from 85 to 202 (138 percent) for the same period. In the absence of any concrete evidence explaining the rise, it could be surmised that the figures may be indicative of increased reporting as a result of greater awareness that domestic violence is a crime, due to widespread publicity campaigns aimed at addressing the issue in Australia¹.

Previously reported but not included in the 2016-17 figures were statistics for notices received from the Childrens Court. Effective from 1 July 2016 the *Youth Justice Act 1992* was amended by the *Youth Justice and Other Legislation Act (No. 1) 2016* and *Youth Justice and Other Legislation Act (No. 2) 2016* prohibiting the publication of identifying information about all children dealt with under the *Youth Justice Act 1992*. The effect of the amendments is that notices are unable to be provided to the Commission, as publication of identifying information is prohibited under s301 of the *Youth Justice Act 1992*.

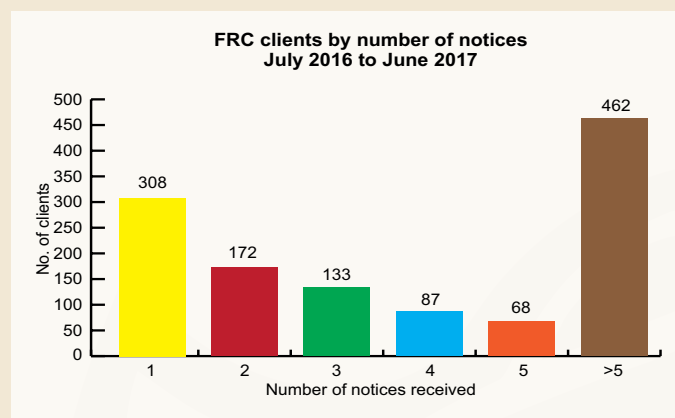
The Commission's 2015-2016 Annual Report addressed the issue of an overall decline from previous years in the number of Child Safety and Welfare notices. The decline was attributed to changes in QPS policy for reporting child concern matters to DCCSDS. During the year the Commission supported DCCSDS and QPS through reforms in child protection and on measures and strategies aimed at increasing community awareness and strengthening reporting obligations. The figures show an increase in the number of notices from 157 in 2015-16 to 251 in 2016-17 for Aurukun, Coen and Doomadgee, whilst Hope Vale decreased and Mossman Gorge remained unchanged.

1. Australia's National Research Organisation for Women's Safety, Australian Government, Department of Social Services; <https://www.dss.gov.au/women/programs-services/reducing-violence/australias-national-research-organisation-for-womens-safety>

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From 1 July 2016 to 30 June 2017, 37.6 percent of the Commission's clients who received a notice in the financial year received more than five notices. This increase of 15 percent from last year is again attributed to the increase in the number of School Attendance notices received as a result of the changes in DET's reporting methods.

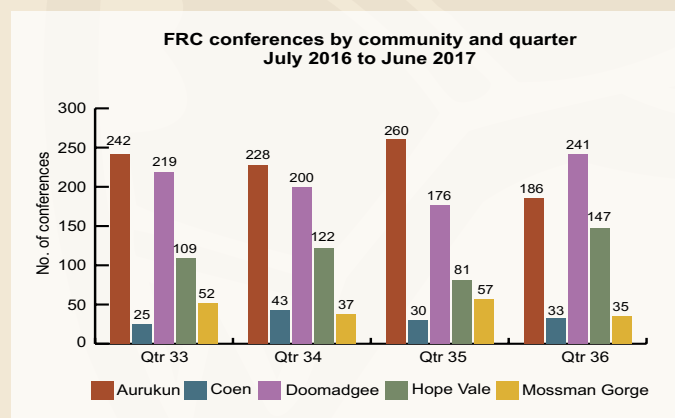


Graph 1: FRC clients by number of notices 1 July 2016 to 30 June 2017.

Note: Agency notices are counted on the basis of the number of persons named on the notice. For example a Child Safety and Welfare notice relating to two parents is counted as two notices and if three children from one family have an unexplained absence on one day, it is counted as three individual notices.

Conferences

From 1 July 2016 to 30 June 2017 a total of 2,523 conferences were held with 65.56 percent of conferences attended by clients. Of those not attended 21.52 percent were for explained reasons.



Graph 2: FRC conferences by community and quarter 1 July 2016 to 30 June 2017.

Referrals

Referrals to service providers are an integral part of achieving the Commission's strategic outcomes of improved community wellbeing and improved community responsibility. From 1 July 2016 to 30 June 2017, 235 referrals for 183 clients were made to service providers.

Table 5: FRC referral pathways by referral type and quarter 1 July 2016 to 30 June 2017.

Referral Type	Qtr 33	Qtr 34	Qtr 35	Qtr 36
MPower	6	14	3	2
WBC	38	30	21	26
WBC - NWRH	2	5	5	9
SCM	0	4	2	0
Parenting Program	3	27	9	7
QLD Health	4	0	4	1
Home Pride	1	0	0	0
Save the Children	10	2	0	0
Total	64	82	44	45

During the reporting period, community support services were provided by: RFDS and Apunipima WBCs; Opportunity Hub services delivered by CYP including the Parenting Program and MPower money management; school case managers at schools; Queensland Health; Save the Children; and North and West Remote Health. Referrals to the WBCs in Aurukun, Coen, Hope Vale and Mossman Gorge account for 49 percent of all referrals made by the Commission in this reporting period. The Home Pride program was discontinued as a referral option in November 2016.

CYP reported a repositioning of their Parenting Program from October 2016 to incorporate addressing issues related to parenting such as drug and alcohol problems and family support networks. Child and Family Practitioners and Parenting Consultants were able to assess client needs and develop appropriate case plans with options including programs such as 'PPP' (Parenting Under Pressure), 'Family as First Teachers' and 'Circle of Security'.



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Doomadgee Local Commissioners continue to consider referrals to School Attendance Officers, WBC and Save the Children. Commissioners are working to encourage service providers to effectively engage clients and undertake a range of strategies to enhance client engagement. Attendance rates to service providers as a tangible measure of engagement remain low. Factors contributing to poor attendance include lack of proactive attempts to engage, insufficient availability of programs, insufficient notice of programs scheduled and inadequate facilities and resources, particularly in relation to the location of the WBCs.

Seventy-five case plan referrals were made as an outcome from conferences in relation to domestic violence issues. One referral was to MPower for money management, three referrals to Queensland Health, seven to Parenting Programs, 45 to RFDS WBCs and 19 to Apunipima WBCs.

As previously reported RFDS WBCs advised from the commencement of the receipt of domestic violence notices that they had limited capacity to deal with domestic violence referrals. Apunipima offer counselling for domestic and family violence victims and perpetrators. In 2017 Queensland Corrective Services notified the Commission of the facilitation of its Positive Futures: Mens Program for family violence. The program involves two three hour modules per week, in the evening, for six consecutive weeks.

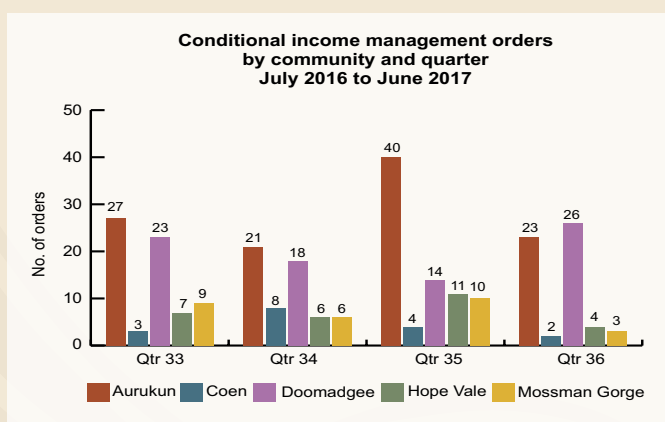
Conditional income management

In this reporting period 265 CIM orders were issued to 212 clients. CIM remains a flexible tool used by Commissioners to improve the welfare of children by encouraging families to ensure basic household needs are met.

The total number of clients subject to CIM orders has remained fairly consistent over the years. The addition of Doomadgee clients in the total count from 2015-16 has been offset by a reduction in the numbers of clients on CIM orders in Aurukun and Hope Vale.

Contrary to perception, and surprisingly to many, the number of clients subject to income management orders remains consistently low. The point in time percentage of FRC clients actually on a conditional income management order (measured at the end of each quarter) has remained below 10 percent of the total number of clients since January 2015.

The Commission processed 21 Voluntary Income Management (VIM) agreements during this reporting period. VIM provides a practical option for all welfare reform community members to help manage their finances. As an example, some elderly community members who found themselves vulnerable to family pressures and requests for money have recently signed up to a BasicsCard through VIM.



Graph 3: Conditional income management orders by community and quarter 1 July 2016 to 30 June 2017.

Case management monitoring

As at 30 June 2017, 181 clients were being case-managed through active case plans pertaining to referrals.

The Commission continues to monitor case management statistics, primarily through progress reports provided by community support services.

The introduction of the new reporting framework this year aims to improve on information in relation to key areas of focus for the FRC including intervention strategies and engagement. The reports provide data to enable meaningful analysis and measurement of outcomes.

In conjunction with the implementation of the new reporting framework the Commission engaged the services of an external IT consultant to develop a web based portal to enable service providers to enter client progress reports online. The portal is expected to go live early in the next financial year.

OUR PERFORMANCE — REVIEW OF OPERATIONS

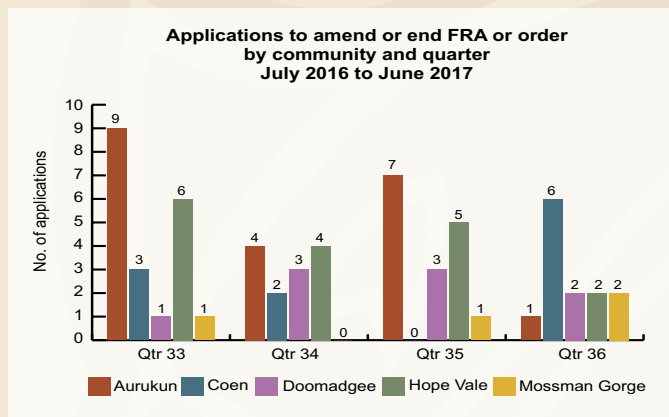


Show cause notices

From 1 July 2016 to 30 June 2017, no show cause hearings were held.

Show cause notices were originally intended as a conferencing tool to address non-compliance with a requirement under a case plan to attend a community support service. The proposed action for a show cause notice given to a person included imposing an income management order, increasing the proportion of the person's welfare payments to be income managed or increasing the period for which the person is subject to income management. From January 1 2014 the increase of the maximum rate for income management to 90 percent has effectively superseded the show cause process.

Amend or end applications



Graph 4: Applications to amend or end FRA or order by community and quarter 1 July 2016 to 30 June 2017.

The FRC 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. Sixty 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 and a decision made outside of a scheduled conference date.

Commissioners continue to use applications to amend or end income management as a way of encouraging engagement with support services, improve school attendance and to incentivise overall behaviour change.

From 1 July 2016 to 30 June 2017 a total of 62 applications to amend or end an FRA or order were received. The applications resulted in:

- 34 income management agreements and orders revoked
- 1 income management order and case plan revoked
- 1 income management order revoked and client ordered to comply with their case plan
- 1 income management order and case plan revoked and client placed on a new case plan
- 1 CIM order percentage reduced from 90 to 75 percent for the remainder of the original income management order
- 3 CIM order percentages reduced from 90 to 60 percent for the remainder of the original income management order
- 1 CIM order percentage reduced from 75 to 60 percent for the remainder of the original income management order and client placed on a new case plan
- 1 CIM order percentage reduced from 90 to 60 percent for the remainder of the original income management order and client placed on a new case plan
- 13 applications dismissed
- 2 applications dismissed and clients ordered to comply with their case plans
- 1 application dismissed and client placed on a new CIM order at 90 percent for a period of 12 months
- 2 applications rescheduled for the 2017-18 financial year
- 1 application received at the end of the financial year - decisions pending.



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 2016-17 financial statements covering all aspects of the Commission's activities commences on page 75. These statements include explanatory notes and comparative figures for 2015-16.

Internal audits are performed by the Finance Manager 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 to determine whether any remedial actions are required and to establish compliance with statutory requirements and best practice.

Operating result

The operating result for 2016-17 was a surplus of \$0.279 million.

Summarised statement of comprehensive income

Summary statement	30 Jun 2017 \$000	30 Jun 2016 \$000
Income	4,119	4,108
Less: expenses	3,840	3,834
Operating result for financial year – surplus	279	274

Adjusted operating result for 2016-17

Explanation	30 Jun 2017 \$000
Operating result for financial year – surplus	279
Less adjustment – note 3 prior year claim (long service leave)	(24)
Less adjustment – notes 11 & 12 – net capital expenditure	(37)
Adjusted operating result for financial year – surplus	218

Income

Income by type	30 Jun 2017 \$000	30 Jun 2016 \$000
Queensland State Government funding	1,630	1,600
Australian Government funding	1,800	1,800
Doomadgee funding - (QLD State)	626	626
Other revenue – note 3 of financial statements	63	82
Total	4,119	4,108

The movement in the Commission's other revenue is primarily related to one-off recoupments of prior year expenses. In 2016-17, the Commission recouped prior year long service leave expenditure for Local Commissioners of \$24,000, whilst 2015-16 included recoupment of communication costs of \$52,000.

Expenses

Expenses by type	30 Jun 2017 \$000	30 Jun 2016 \$000
Employee expenses	2,795	2,802
Supplies and services	954	972
Depreciation and amortisation	49	18
Other expenses	42	42
Total	3,840	3,834

The Commission's employee expenses decreased marginally in 2016-17. Increases due to wage rises, new remuneration guidelines and increments were compensated by reduced costs due to cancellations in scheduled conferencing in some communities, changes in operational processes and vacancies.

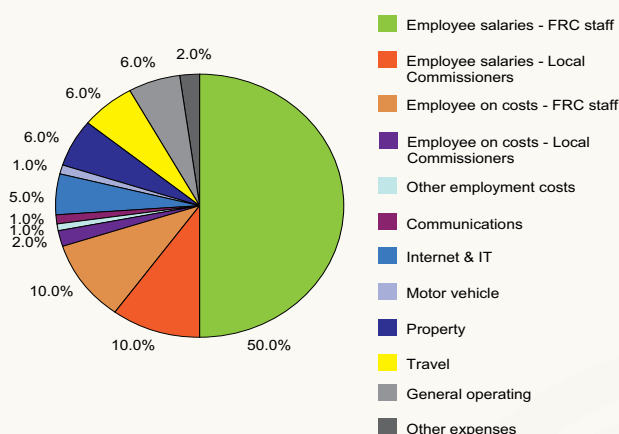
Supplies and services expenditure decreased in 2016-17 mainly due to operational savings related to staff travel and reduced information technology and communications costs due to rationalisation of services, transitioning of services in-house and renegotiation of contracts.

Depreciation and amortisation expenditure increased in 2016-17 due to the full year effect of the amortisation of the Commission's CRM software and new plant and equipment costs incurred in 2016-17.

OUR PERFORMANCE — REVIEW OF OPERATIONS



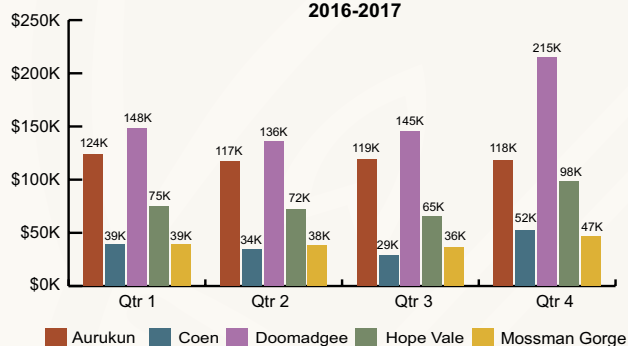
Total operating costs by category 2016-2017



Graph 5: Expenses by category and percentage of total expenditure 1 July 2016 to 30 June 2017.

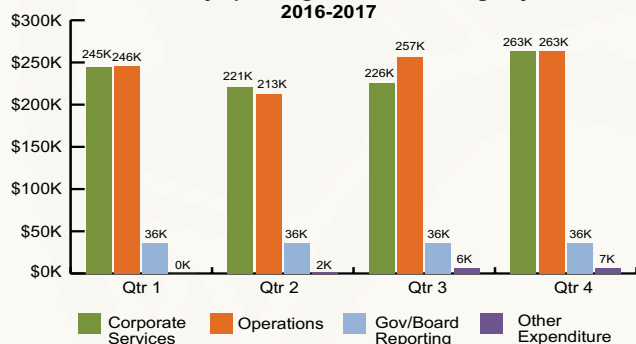
Remote location and Cairns registry expenditure

Quarterly operating costs by remote location 2016-2017



Graph 6: Operating costs by remote location 1 July 2016 to 30 June 2017.

Quarterly operating costs - Cairns registry 2016-2017



Graph 7: Quarterly operating costs, Cairns registry 1 July 2016 to 30 June 2017.

Statement of financial position

Total assets at 30 June 2017 consisted of current assets of cash, prepayments and receivables in addition to non-current plant and equipment and intangible assets.

Total liabilities as at 30 June 2017 consisted of payables and accrued employee benefits.

Statement of financial position	30 Jun 2017 \$000	30 Jun 2016 \$000
Current assets	1,697	1,423
Non-current assets	60	65
Total assets	1,757	1,488
Current liabilities	325	335
Total liabilities	325	335
Net assets	1,432	1,153
Total equity	1,432	1,153

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 2017 \$000	30 Jun 2016 \$000
Operating activities	394	273
Investing activities	(34)	(83)
Net increase/(decrease) in cash held	360	190
Cash at beginning of financial year	1,275	1,085
Cash at end of financial year	1,635	1,275



OUR PERFORMANCE — REVIEW OF OPERATIONS

Budget to actual comparative Statement of Comprehensive Income for the year ended 30 June 2017

		Original Budget 2017	Actual 2017	Variance Budget to Actual
	Notes	\$000	\$000	\$000
Income from continuing operations				
Grants and other contributions		4,056	4,056	-
Other revenue	1	38	63	25
Total income from continuing operations		4,094	4,119	25
Expenses from continuing operations				
Employee expenses	2	3,187	2,795	(392)
Supplies and services	3	982	954	(28)
Depreciation and amortisation	4	42	49	7
Other expenses		42	42	-
Total expenses from continuing operations		4,253	3,840	(413)
Operating result from continuing operations		(159)	279	438
Total other comprehensive income		-	-	-
Total comprehensive income		(159)	279	438

Explanatory notes

- Other revenue** - Recoupment of prior year long service leave expenditure.
- Employee expenses** - Delay in recruitment of second Deputy Commissioner originally planned for 2017 together with reduced costs due to changes in operational processes, Local Commissioner absences, reduced scheduled conferencing in communities and vacancies.
- Supplies and services** - Savings were made in the areas of staff travel largely due to commercial flights being available in lieu of charters and cancellation of scheduled conferences in some communities; information technology due to transitioning certain services in-house and more efficient use of technology and communications costs due to the renegotiation of contracts and rationalisation of services.
- Depreciation and amortization** - Depreciation on new plant and equipment purchased during 2016-17.

CLIENT TESTIMONIAL



MY JOURNEY WITH THE COMMISSIONERS

When I first attended the Commission in Doomadgee I was angry. I was frustrated at the shame that I felt in having to see the Commissioners. I didn't want to listen at first to what they had to say about what poor school attendance would do to, and mean to my kids. I didn't want to take any responsibility and I didn't want to share my feelings, or ask for help to address my problems.

I didn't think school was important, so it never mattered to me that my kids were not going to school. After my first conference with the FRC Commissioners my kids' school attendance did not change. I was asked to come back for more conferences, and I began to realise, after talking with the Commissioners, that it was important to have my kids attend school regularly. I started to feel more comfortable with the Commissioners. I could see and hear that they were listening to me, and that they cared about the welfare of my kids, and for my welfare as well. I have received a lot of support and help from the FRC in Doomadgee.

I now understand that it was not just about getting my children to school that I was asked to attend the FRC, but there were other things that I had previously not thought about that I now see needed to be brought to my attention. Our family life is more balanced now and good things have been happening. I have seen improvements in my kids' health and they are behaving better at school and at home. They talk to me more now, and I don't allow them to pull the wool over my eyes anymore.

The Commissioners support me to talk with the school more often, and I feel more comfortable with my ability to support my kids with their reading and writing. I am thankful the Commissioners believed that I could change for the better. If it weren't for the Commissioners my kids might still be at home and not getting an education. There are far more opportunities available to them now, like boarding school in the future, and a career. They are staying out of trouble, and they feel better about themselves too. It makes the journey with the Commission all worthwhile. I owe a great deal of thanks to the Commissioners for the improved life we all now share.



CHALLENGES AND OUTLOOK

Childrens Court notices

The FRC Act was amended on 27 October 2014 to include a new Youth Justice 'trigger' requiring notices to be provided to the FRC regarding convictions of a child in a court. The explanatory notes accompanying the amending Bill stated:

The inclusion of the youth justice trigger aims to ensure greater parental/carer responsibility for the young person's offending behaviour and reduce the current trajectory of Aboriginal and Torres Strait Islander young people from youth detention into the adult criminal justice system. A court would be required to notify the FRC when a child is convicted, to enable the FRC to request conferencing with the community members who are the parents or carers of the child.

The *Youth Justice Act 1992* (YJ Act) was amended by the *Youth Justice and Other Legislation Act (No.1) 2016* and the *Youth Justice and Other Legislation Act (No.2) 2016*. One of the key policy changes to be effected by these amendments was to prohibit the publication of identifying information about all children dealt with under the YJ Act. The amending Acts removed the discretion to make a publication prohibition order, expanding the prohibition against publishing identifying information to all children appearing before the court, not just first-time offenders. There is no obligation for the Childrens Court to provide notices to the Commission if the publication of identifying information is prohibited under the YJ Act. As of 1 July 2016, publication of *all* identifying information of children appearing before the court was prohibited under s301 of the YJ Act.

Discussions held with the State Government revealed there was no intention to legislate to provide Childrens Court notices again to the Commission. Commissioners will, however, continue to assist families and carers who fall within the jurisdiction of the Commission, *if and when* they seek support and assistance with children in their care, who have been before the Childrens Court.

DJAG's preferred position is for Youth Justice to work collaboratively with DATSIP and the FRC to support voluntary engagement with the FRC. The Commission will be liaising further with DJAG in regard to what practical options may be available to the Commission at the community level, as voluntary intervention without a legislative mandate is problematic with disengaged youth and does not occur in reality.

Domestic and family violence trigger

In September 2016 the Commission wrote to the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence in response to a call for submissions on the Domestic and Family Violence Protection and Other Legislation Amendment Bill 2016. The Commission inquired as to whether it could be recognised as a 'prescribed entity' to enable DJAG to share victim and perpetrator information (on the protection orders) for the purpose of assessing risk and managing cases where there is a serious threat of safety because of domestic violence (DV). The provision of the DV order will provide accurate and factual information as to what occurred in a DV incident which led to an order being issued by the Court (without relying solely on the respondent's information), accurate information as to the parties involved, and a greater ability for the Commission to support victims of domestic and family violence. On 16 May 2017 the Commission was advised by the Office of the Attorney-General that the Chief Executive of DJAG had approved the Commission's Registrar, as a person authorised under section 160(2)(d), to obtain a copy of the record or document relating to a proceeding under the Domestic and *Family Violence Protection Act 2012*.

CHALLENGES AND OUTLOOK



Domestic and family violence service referral

In last year's annual report the Commission stated in regard to the Domestic and Family Violence trigger, that Commissioners were referring clients to the WBCs who had minimal specialist capacity to support clients in regard to domestic violence matters.

The Commission was advised that a 'Positive Futures: Mens' program facilitated by Cairns Probation and Parole was conducted in Aurukun towards the end of May and training to facilitate the program was offered to the Commission. The Commission, however, is a referring agency and as such considers it inappropriate to have direct involvement in the delivery of service provision.

In May Apunipima sought feedback from the Aurukun service providers and the Commission, on a Stopping Family Violence Group education program designed for male perpetrators to be delivered in that community. The Commission is also aware that DCCSDS fund the Aurukun Ma'aathan Women's Shelter, and Douglas Shire Indigenous Family Violence Counselling and Support Service which provides services to the residents of Mossman Gorge. As at 30 June 2017 the Commission is unaware of any other community-based specialist domestic violence support programs in the welfare reform communities and looks forward to the development of further programs to offer support to the communities on a regular and ongoing basis in the next financial year.

School attendance reports

The provision of school attendance reports since January 2017 has presented a major challenge for the Commission. DET advised that the previous Access database used to provide the school attendance reports was administered and maintained by a staff member no longer with DET. Further, DET advised that all reports must be sourced and produced from the OneSchool database. Unfortunately the reports generated for the 2017 school year were not in the format previously provided and the Commission had to change its upload tool so that the notices could be uploaded directly to the Commission's CRM database. The upload of this data provides the School Attendance notices from which the Commission can legally conference a client who is not sending their child to school according to the provisions of the FRC Act.

The changes to the way DET report school absences has also resulted in the Commission receiving a notification each time the three day unexplained absence threshold is reached. This is in contrast to previous years where a report was received only once the first three day absence in a term was reached. The additional notifications have resulted in a significant increase in workload as notifications increased from 544 in quarter 31 (Term 1 of 2016), to 3,319 in quarter 35 (Term 1 of 2017). Having not received any prior advice of anticipated changes to DET reporting, the Commission was left in the position of having to complete administrative processes for all notifications within the timeframes determined by the conference sittings calendar. Processes were further complicated by the multiple notifications received for a child in a term, resulting in changes having to be made to the CRM database and to administrative procedures to deal with the additional reports.



CHALLENGES AND OUTLOOK

As stated, the Commission has implemented in-house resolutions to mitigate the challenges presented by the new school attendance reports, however, prior to 2017 the Commission was provided with weekly reports on the weekly and term to date attendance of all students enrolled at the relevant schools (roll tools). The process provided historical and up to date records on a child’s attendance at school and enabled Commissioners to track and monitor attendance percentages over time, particularly following decisions made at conference. The data was also used to generate graphs, providing a visual display of attendance, which were presented to clients in conference. The Commission was advised that from January 2017 these reports would no longer be provided. To obtain this information the Commission is now required to contact the school directly and request attendance details specifically for the children of clients who are listed for conference. Unfortunately the use of visual aids in the conferencing process has had to be discontinued.

Child Safety and Welfare notices

In the Commission’s 2015-2016 Annual Report it was revealed that the Commission had reviewed trends in the numbers of Child Safety and Welfare notices received for the financial year and reported that there had been a significant reduction in notifications received. Below is a table of the within jurisdiction Child Safety and Welfare notices received from July 2015 to June 2017. We note fairly significant increases overall and have been advised that QPS have commenced a ‘Speak Up, Be Strong, Be Heard’ project to develop an ethos of child protection through increasing community awareness of abuse, strengthening reporting obligations and improving agency interventions within the Far Northern district.

Table 6: Child Safety and Welfare notices within jurisdiction from 1 July 2015 to 30 June 2017.

Child Safety and Welfare Notices Within Jurisdiction		AU	CO	DM	HV	MG	Total
2015-2016	Qtr 29	5	4	17	8	4	38
	Qtr 30	17	2	18	14	1	52
	Qtr 31	5	5	4	26	3	43
	Qtr 32	0	2	7	12	3	24
2016-2017	Qtr 33	22	10	26	7	0	65
	Qtr 34	40	11	11	12	5	79
	Qtr 35	9	5	5	13	1	33
	Qtr 36	40	5	8	16	5	74

CHALLENGES AND OUTLOOK



Local Commissioners

The Commission is proud to report that apart from Doomadgee the majority of conferences in the 2016-17 year were chaired by the Local Commissioners themselves. They are, by exercising their Indigenous authority as Commissioners of the FRC and leaders/Elders of their communities, closing the gap on Indigenous disadvantage. By playing such important roles the Local Commissioners are promoting and recognising the value of applying Indigenous solutions to Indigenous problems. Their value is not limited to their communities, but is intrinsically linked to the Commission's capacity to fulfill its objectives. The Local Commissioners are the strength and purpose of our organisation. Unfortunately their roles come at a cost in their daily lives, and the cost is particularly apparent for those Commissioners who have been with the Commission since its commencement in 2008. For that reason the Commission is seeking to recruit new Commissioners in all the welfare reform communities to provide support to existing Commissioners, relief for those Commissioners who would like a break from their community roles and to reinvigorate and expand local authority, ensuring adequate representation of cultural and gender diversity in each community. Following an approval process, appointment of Local Commissioners is then made under section 12 of the *Family Responsibilities Commission Act 2008* by the Governor in Council.

Aurukun

As reported in the Commission's 2015-2016 Annual Report, the appointment of Brendon McMahon as Senior Government Coordinator on 30 May 2016 was well received in community and his presence has done much to facilitate joint efforts in community to restore order. The Commission can report that public violence has substantially decreased and there has been considerable success in restoring calm in the community. Closed Circuit Television (CCTV) surveillance cameras have been installed throughout the town and the following strategies have been implemented and have contributed to community safety and wellbeing:

- three health providers (Queensland Health, Wellbeing Centre and Apunipima) have formed a close alliance to provide holistic health services to clients
- QPS has increased its presence in community, particularly in regard to Alcohol Management Plan enforcement and community patrols
- PCYC has officially opened and commenced activities in the newly refurbished community hall
- Cape York Employment and Queensland Transport have combined to improve the ability for community members to access motor vehicle licences
- Aurukun Shire Council has opened a library/Indigenous Knowledge Learning Centre
- increased security has been provided to DET staff
- the parenting centre has been reviewed and a new plan established
- a prisoner/youth detention returnee plan has been introduced to assist reintegration of released persons into community.

The Commission is advised that numerous mediations occurred in the first quarter of this financial year with both mediators performing well in their roles and providing a proactive approach to community mediations. The mediations have been beneficial in improving relationships within the community.



CHALLENGES AND OUTLOOK

Doomadgee

On 30 August 2016 following the pronounced drop in overall school attendance from term 1 (67.8 percent) to term 2 (49.6 percent) in 2016 at the Doomadgee State School (attributed largely to the 2016 Local Council election), the Doomadgee Local Commissioners, Deputy Commissioner Curtin, Registrar Maxine McLeod, Client Manager Camille Banks and Local Coordinator Bryce Coxall met to discuss the drop in school attendance. The Local Commissioners committed themselves unequivocally to developing strategies to raise school attendance with a view to increasing it into the 70 percent range. Local Commissioners set the following priorities:

- support the school to implement an offsite temporary transition class for students with challenging behaviours, proposed to be located at the Youth Hub
- continue to emphasise in conference that poor behaviour of other students is not an excuse for not attending school
- continue to issue income management orders in conjunction with case plans
- increase the effectiveness of income management by meeting with Centrelink regarding the delay in issuing BasicsCards
- investigate the possibility of DET providing school enrolment notices to facilitate the conferencing of parents who have failed to enrol their children in school (s41 of the FRC Act)
- support the possible expansion of Transition Support Services to the Gulf as there is no external support available to the school to assist students to transition to boarding schools and
- seek to clarify and consolidate the community's guidelines and expectations for sorry business and school attendance.

The Commission can advise that overall school attendance has achieved a level of 56.1 percent for term 2 2017, with the primary school attendance reaching a level of 59.5 percent for term 2 2017. Notably the primary school reached an attendance level of 65.9 percent in term 1 2017, the best attendance level since term 1 2016.

The Doomadgee Local Coordinator met with David Morris, Assistant Regional Director, North West Region, Education Queensland in community on 6 September 2016. Mr Morris expressed a keen desire to meet with the Local Commissioners to discuss what options were open to the department to enhance school attendance. The Doomadgee Commissioners met with Mr Morris in October and discussed what further training and management support may be made available to the School Attendance Officers, and their frustration at not being able to assist those community members who do not fall within the jurisdiction of the Commission in improving their children's school attendance – approximately 20 percent of the school population. Of particular concern to the Local Commissioners was the identified lack of support for parents wishing to transition their children to boarding schools. Support is needed in the application process, provision of identity documents, applicable deadlines, school processes and financial requirements.

Mossman Gorge

Mossman Gorge Local Commissioners report that school attendance is adversely impacted by the consumption of alcohol and late night parties in the community, and have sought a voluntary liquor accord to be established. Discussions have taken place between QPS, DJAG, BBNAC service providers and the Commission, to commence negotiations for the implementation of a liquor accord.

CLIENT TESTIMONIAL



A BRIGHTER FUTURE

My kids and I have learned new skills and a better way of handling things thanks to the time I have had with the FRC Commissioners in Doomadgee.

At one point in my life I had none of my kids in my care. I was not working, and I was bed surfing from one home in Doomadgee to another. I didn't really care for life. I have been in trouble with the law and made many wrong choices. I didn't think anyone else cared about me either. I first came before the Commission for a child safety matter, and the Commissioners talked to me about the benefits my kids would gain if they were to attend school regularly. I would prefer a better life for my kids, a life with more opportunities for them. I realised it was time to take control of my life and allow my kids and I the chance to feel proud; to take responsibility for my actions and make a better life for them.

I could see that the FRC and the Commissioners wanted to see me and my kids get the help we needed to sort out our fighting at home, so I started getting some support for all of us. I could not do this alone and agreed with the Commissioners that I would attend a local service to get the family the help we needed. The support I received has helped me to change so many behaviours in my life, and because of that I was able to show that I was fit to care for my kids again.

My kids now live with me permanently and they are so much happier. I was put on income management when my kids were not attending school regularly, and I understand the reason that decision was made. Things are different now that the kids are at school more often. They are more confident in themselves, and they are bullied far less at school. It is because of the BasicsCard that I now have our rent and bills paid in advance, and we always have food in our home.

The Commissioners have shown me the way to accept greater responsibility for my decisions, and they have helped me to learn how to make good decisions, and how to learn to be a better parent. I now know it is the decisions I make right now for my kids that will make their future a better place, and I believe our family has a future full of new possibilities.



GOVERNANCE

Family Responsibilities Board

Part 12 of the FRC Act provides for the establishment of the FR Board. Under section 117 of the FRC 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 consider the reports submitted by the Commission. Section 118 of the FRC 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.

Section 123 of the FRC Act 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 99.

Composition of the Board

The FR Board members as at 30 June 2017 were:

Ms Clare O'Connor	Director-General, Department of Aboriginal and Torres Strait Islander Partnerships as the Chair
Mr Troy Sloan	First Assistant Secretary, Policy, Analysis and Evaluation Division, Indigenous Affairs, Department of the Prime Minister and Cabinet
Mr Noel Pearson	Founder, Cape York Partnership as the Executive Chairman, representing the Cape York Institute.

Executive Management Team

The Commission's EMT is comprised of the Commissioner, the Registrar, the Client Manager and the Finance Manager. 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 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 FRC Act and other relevant legislation.

Due to the small size of the Commission, the role of the EMT also encompasses the corporate stewardship functions associated with the Commission's operational performance. In addition the EMT oversees the operations of finance, information management, human resources and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2016-17 year.

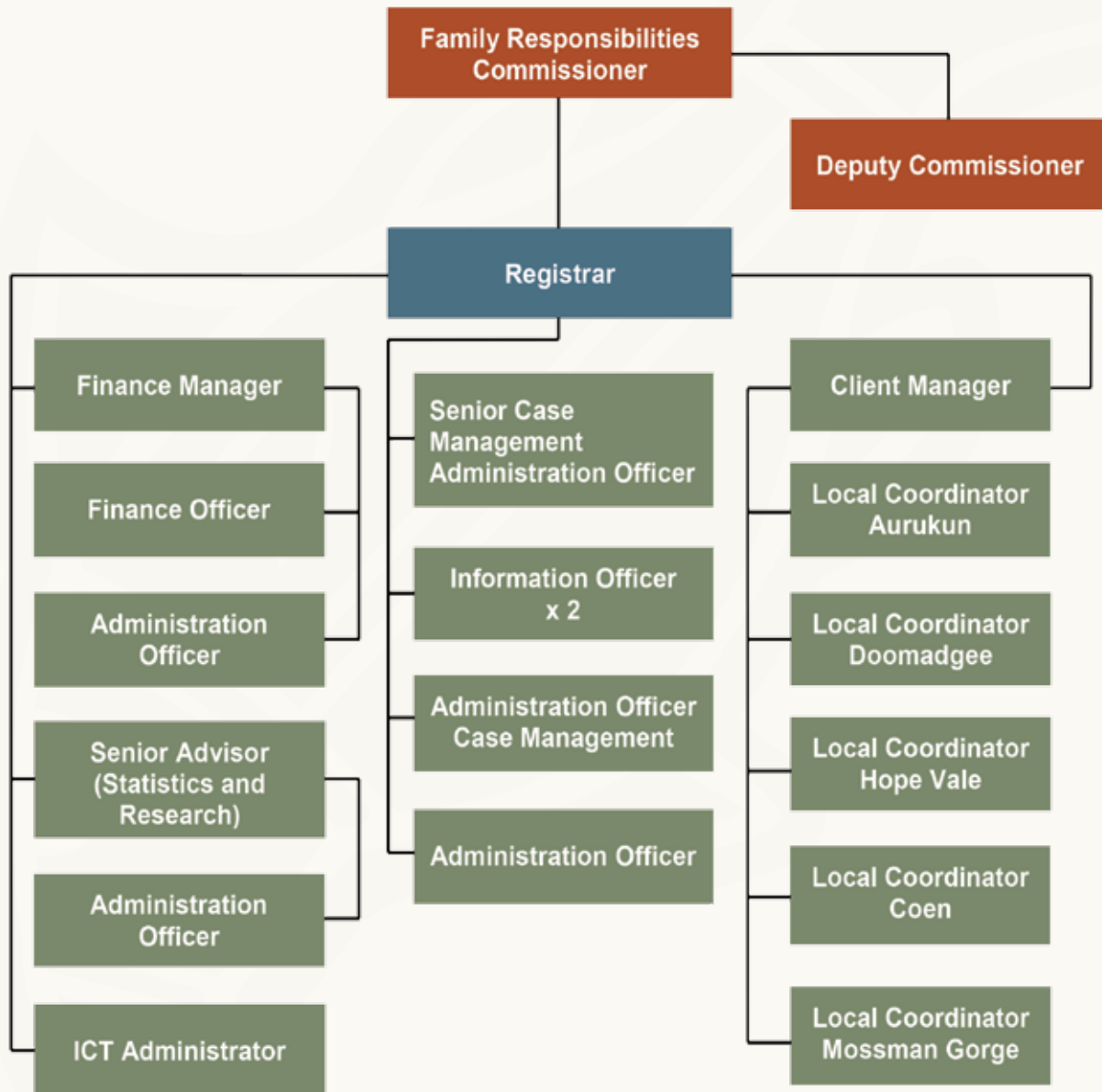
GOVERNANCE



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.

The Commissioner, Deputy Commissioner and Local Commissioners are appointed by the Governor in Council under the FRC Act until 1 January 2018.





GOVERNANCE

Planning

The Commission has adopted a strategic plan which clearly defines the strategic outcomes sought by the Commission, the strategic objectives which are specifically tied to these outcomes and the strategies it will employ to achieve its objectives. The strategic outcomes of improved community wellbeing and improved community responsibility set out what the Commission wishes to achieve. The strategic objectives relate to specific targets and processes by which the Commission seeks to achieve its outcomes. The Commission’s direction is consistent with, and guided by, 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. A copy of the Strategic Plan can be found on page 15.

Participation in external governance groups

In addition to the internal governance arrangements of the Commission, the Commissioner and other delegated employees participate regularly in interagency meetings and governance groups. In particular individual monthly meetings are conducted separately between the Commission, and its strategic partners DATSIP, CYP and DPMC. These meetings enhance interagency collaboration and focus on common goals.

In addition, regular meetings are held between the Commission and community service providers to focus on seamless service provision for Commission clients, to fill in gaps where they occur and to maintain up-to-date knowledge on agency services, ensuring responsiveness to both client and community needs.

Human resource management

At 30 June 2017 the Commission had an employee establishment of 17.4 full-time equivalent (FTE) positions, including positions servicing the regional communities. Fourteen positions are based in the Cairns registry office (including one part-time position and one Local Coordinator servicing Coen and Mossman Gorge). Regional positions include one Local Coordinator based in Aurukun, one Local Coordinator based in Hope Vale and two Local Coordinators based in Doomadgee (one a trainee). The Deputy Commissioner and Local Commissioners are employed on a fee for service basis.

Workforce Profile
<ul style="list-style-type: none"> Of the 17.4 FTEs, 12 are permanent staff, 4.4 are temporary staff and 1 is on a set contract term (FRC Commissioner’s tenure is set by the Governor in Council)
<ul style="list-style-type: none"> 11.5 percent of our workforce is Aboriginal or Torres Strait Islander
<ul style="list-style-type: none"> 69 percent of our workforce are women
<ul style="list-style-type: none"> 23 percent of our workforce reside in remote communities

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 zero percent.



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

To prevent the onset of desk-related neck, back, shoulder, elbow and wrist injuries, and to manage symptoms which may already exist, the Commission offers employees access to ergonomic specialist services. This year ergonomic assessments were offered to employees by a professionally qualified occupational therapist in April 2017. Individual assessments were provided for those employees who expressed a need for an ergonomic review of their work stations, and recommendations to improve the working environment have been complied with.

There were no formal complaints of bullying or harassment during the financial year. Quarterly reports on complaints and investigations are provided to the Public Service Commission as part of the whole-of-government reporting requirements.

Recruitment, selection and retention of employees

The Commission conducts all recruitment and selection processes in accordance with the requirements of the *Public Service Act 2008* and relevant Public Service Commission policies and directives. New employees are welcomed through the Commission's on-line induction process which provides information in regard to the Commission and links to all human resource policies. Each is mentored by a staff member to assist them to become familiar with the Commission and what is expected of them in their role.

On 5 August 2014 the Family Responsibilities Commission Amendment Bill 2014 was introduced into Parliament. The Bill proposed various amendments aimed at increasing efficiencies and expanding operations. One of these amendments was to omit section 152 from the FRC Act. Section 152 was the sunset clause which provided that the FRC Act would cease on a specified date. On 14 October 2014 the Bill was passed by the Queensland Parliament and the FRC Act was proclaimed on 28 November 2014.

Subsequent to the removal of the sunset clause and to comply with the provisions of s149 of the *Public Service Act 2008* and Queensland Public Service Commission Directives 20/10 Temporary employment and 17/16 Supporting employees affected by workplace change, two employees occupying ongoing and funded positions were transitioned to tenure after having cleared the employees requiring placement pool.

During the period 1 July 2016 to 30 June 2017 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, service providers, government departments and agencies. The Local Commissioners attended their annual development week in Cairns commencing on 2 May 2017 during which they met with senior staff from several organisations including QPS, DATSIP and CYP. Some of the special presentations were provided by His Honour Judge Harrison in regard to sentencing and judicial procedures for Aboriginal and Torres Strait Islander (ATSI) people, Michael McFarlane, General



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Manager from Lotus Glen together with senior staff, in regard to what can be offered to ATSI prisoners to make them “better people not better prisoners”, and the Cape York Girl Academy at Wangetti Beach who provide individual learning programs for girls disengaged from the education system. Girls are given the opportunity to complete their secondary schooling and to achieve a variety of vocational qualifications and school-based traineeships in a flexible learning atmosphere to suit mothers and babies.

Specific training was also provided during the development week for the Local Commissioners in managing aggressive behaviour and personal safety with a particular focus on how to prevent or defuse volatile situations, awareness of harmful environments and how to reduce risk.

Participation in the consultations and workshops allowed the Local Commissioners to tackle common issues, review strategies and source solutions. A comprehensive summary of the development week can be found in this annual report entitled ‘Local Commissioner Development Week’.

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 DCCSDS. This online learning service provides training in Ethical Decision-Making, Harvard ManageMentor and executive development online courses including webinars for team leaders, supervisors and managers on a range of topics, a mentoring program for senior officers and managers, finance and procurement fundamentals and a Lead.Perform Hub. The Lead.Perform Hub provides leadership and performance development information, resources and learning opportunities for emerging leaders, operational leaders and senior leaders. The hub is designed to enable collaboration and learning where employees can access learning activities, videos and program information to develop leadership and supervision practice, knowledge and skills. A Psychological Health Safety and Wellbeing course is also available which offers training and awareness on psychological wellbeing in the workplace. Information on common psychological conditions that impact on work performance and appropriate employee support options are canvassed in this course. These are but a few of the training opportunities offered.

To facilitate employees’ development, each employee together with their manager signs a Performance and Development Agreement. The agreement 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 with the Commission’s strategic objectives and are reviewed on a six monthly basis. During 2016-17 employee professional development, training, and workshops cost \$16,018 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 2016-17 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:

- Attache Sprint Training
- Cert IV in Work Health and Safety
- Employee Assistance Program worklifeAssist Seminar
- financial reporting training
- fire warden and trial evacuation



- first-aid and cardiopulmonary resuscitation including defibrillation
- Indigenous Economic Development Forum
- leadership training and team building
- Managing Aggressive Behaviour and Personal Safety (resilience and self-care)
- Non-Adversarial Justice: Integrating Theory and Practice
- Public Interest Disclosure Introductory Workshop
- Queensland Public Service Code of Conduct and Ethical Decision-Making
- taxation and payroll training
- Think Outcomes – measuring social outcomes
- Writing for Policy Results Workshop.

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 2017 there are two employees enrolled for the current 2017 calendar year to study the following:

- Bachelor of Social Work
- Certificate IV in Accounting.

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 ensures that the Commission complies 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. These systems capture and retain information, preserve the integrity of information and also provide a high level of security and confidentiality.

Since the inception of the Commission in 2008, substantial developments in the field of communications and computing have driven the need for the Commission to update and improve its systems and processes. As reported in the 2015-2016 Annual Report in early 2016, the Commission upgraded its CRM database to version 2015 and Structured Query Language server to version 2012 to improve work efficiencies and more effectively manage the database. This upgrade provided a more flexible foundation from which to adapt to the varying requirements of the modern workplace and improve work practices.



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Some of the exciting projects which were undertaken during the 2016-17 financial year are outlined below:

- A new client numbering system was implemented for more efficient records management. The unique identification of individuals is essential in both the administration and delivery of the Commission's business.
- The Cairns registry office's data and voice services were migrated to the National Broadband Network / Telstra IP Telephony. Fifteen IP phones were rolled out with this upgrade providing a boost to the Commission's network speed and a more flexible telephone system.
- A redesigned and redeveloped website was introduced with a view to establishing a fresh, professional and more appropriate online representation of our organisation. The new website showcases the communities in which the Commission operates, the Local Commissioners who are the foundation of our community operations, and provides comprehensive information on who we are and the services we provide.
- A Mobile Device Management (MDM) system was implemented to deliver more secure and effective management of mobile devices. The MDM system allows the ICT Administrator to monitor usage of these devices and install Commission approved applications.
- The Commission's mail system was migrated from the on premise server to the cloud. The benefits of this exercise are enhanced security, reliability and usability.
- The Commission commenced the design of a web portal to enable external stakeholders to directly access the database and provide client progress reports in a more comprehensive and timely manner.

Moving forward, the Commission will continually aim to implement innovative and technological driven solutions to work more efficiently whilst complying with best practice principles. A priority of the Commission is to increase its ability to work in a more sustainable 'paper free' environment.

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 FRC 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 2008*.

Commission employees have completed their annual Code of Conduct training via the DCCSDS 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 have also facilitated 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 a supplementary policy document titled 'Workplace Policy'. This policy presents a broad framework for ethical behaviour, supports the Code and is consistent with

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the requirements of the *Public Service Act 2008*, the *Public Sector Ethics Act 1994*, the FRC Act and relevant Public Service Commission policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at all Commission premises.

Alignment with the ethics principles is further achieved through the Commission’s Strategic Plan which incorporates objectives based on enhancing and strengthening socially responsible standards of behaviour both within the Commission and in the five welfare reform communities. These objectives then form the basis for employee Performance and Development Agreements to link ethics priorities with service delivery.

Public sector values

Customers first	Be courageous
 <ul style="list-style-type: none"> • Know your customers • Deliver what matters • Make decisions with empathy 	 <ul style="list-style-type: none"> • Own your actions, successes and mistakes • Take calculated risks • Act with transparency
Ideas into action	Empower people
 <ul style="list-style-type: none"> • Challenge the norm and suggest solutions • Encourage and embrace new ideas • Work across boundaries 	 <ul style="list-style-type: none"> • Lead, empower and trust • Play to everyone’s strengths • Develop yourself and those around you
Unleash potential	
 <ul style="list-style-type: none"> • Expect greatness • Lead and set clear expectations • Seek, provide and act on feedback 	



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The Commission continues to structure its operations in accordance with the objects and principles of the FRC Act 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 Australian 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 FRC Act is governed by this understanding. They are challenging the negative social 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 families 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 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

The Commission commenced the year under the oversight responsibility of the Finance and Administration Committee under the *Parliament of Queensland Act 2001*.

In February 2017 the Honourable Mark Furner MP for Ferny Grove was appointed as Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships. Subsequently on 14 February the Legislative Assembly resolved to amend schedule 6 of the Standing Orders which reflect recent Ministerial appointments and associated administrative arrangements. As a result, the Commission's oversight committee transitioned from the Finance and Administration Committee to the Infrastructure, Planning and Natural Resources Committee. The committee is 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 July 2017.



In the 2017-18 Australian Government budget, funding for income management was extended for the welfare reform communities until 30 June 2019. The Australian Government legislative instrument, *Social Security (Administration) - Queensland Commission (Family Responsibilities Commission) Specification 2015* which enables the implementation of income management orders under the *Social Security (Administration) Act 1999*, however, was due to expire on 30 June 2017. On 13 June 2017, the Australian Senate referred the Social Services Legislation Amendment (Queensland Commission Income Management Regime) Bill 2017 to the Senate Community Affairs Legislation Committee for inquiry and report. The Bill was passed through the Australian Senate on 20 June 2017, extending income management for a further two years until 30 June 2019, and received Royal Assent on 26 June 2017. Support for the passage of this legislation was based on an agreement to undertake an independent evaluation of Cape York Income Management. The evaluation is expected to commence in the near future.

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
SARAS Policy	August 2016
Guide to living and working in Indigenous communities (New)	November 2016
Guidelines for dealing with a traumatic event or critical incident (New)	November 2016
Guidelines to Victims of Crime	November 2016
Rural and Remote Area Incentive Policy	November 2016
Travel Policy	November 2016
Workplace Health and Safety Policy	November 2016
Right to information guidelines	March 2017
Employee Assistance Policy	April 2017
Harassment Discrimination and Bullying Policy	April 2017
Workplace Policy	May 2017
ICT Policy (New)	June 2017



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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*
- *Anti-Discrimination Act 1991*
- *Domestic and Family Violence Protection Act 2012*
- *Financial Accountability Act 2009*
- *Financial Arrangements Act 1982*
- *Information Privacy Act 2009*
- *Public Interest Disclosure Act 2010*
- *Public Records Act 2002*
- *Public Service Act 2008*
- *Public Sector Ethics Act 1994*
- *Right to Information Act 2009*
- *Victims of Crime Assistance Act 2009*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011.*

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 2016-17

1. Annual Report 2015-2016
2. Quarterly Report 32 (April to June 2016)
3. Quarterly Report 33 (July to September 2016)
4. Quarterly Report 34 (October to December 2016)
5. Quarterly Report 35 (January to March 2017)

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

APPENDICES



APPENDIX A

Family Responsibilities Board – schedule of meetings

Date of FR Board meeting	Venue	Attendees
1 November 2016	Remote Indigenous Land and Infrastructure Program Office Level 9 Conference Room, 15 Lake Street, Cairns and DATSIP 6B Conference Room, 75 William Street, Brisbane Via videoconference	Ms Clare O'Connor, Director-General, DATSIP (Chair); Mr Troy Sloan, First Assistant Secretary, Policy, Analysis and Evaluation Division, DPMC.
28 April 2017	DATSIP Level 9 Conference Room, 1 William Street, Brisbane	Ms Clare O'Connor, Director-General, DATSIP (Chair); Mr Noel Pearson, Founder, CYI; Mr Troy Sloan, First Assistant Secretary, Policy, Analysis and Evaluation Division, DPMC.



APPENDICES

APPENDIX B - Scheduled sitting and meeting calendar

Family Responsibilities Commission 1 July 2016 to 31 December 2016

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
4 July						
11 July		12	13			
18 July		19	20		Public Holiday	22 Cairns Show Day
		19		21		
25 July	25	26	27	28		25 Mossman Show, 27 Cooktown Show (Coen)
1 August		2	3	Public Holiday for Aurukun		4 Aurukun Day
		2		4		
8 August	8	9	10			
15 August		16	17	18		
		16		18		
22 August	22	23	24		Public Holiday	26 Doomadgee Day
29 August		30	31	1		
		30				
5 September	5	6	7			
12 September		13	14	15		
		13		15		
19 September						
26 September						
3 October	Public Holiday		5	6		3 Queens Birthday
		4		6		
10 October		11				
		11	12	13		
17 October		18				
		18	19			
		18		20		
24 October	24	25	26			
31 October		1		3		
		1	2			
7 November		8				
		8	9	10		
14 November		15				
		15	16			
		15		17		
21 November		22				
		22	23	24		
28 November		29	30	1		
5 December		6				
12 December						
19 December						
26 December	Public Holiday	Public Holiday				25 Christmas Day, 26 Boxing Day, 27, 28, 29, 30 Office Closed for Xmas

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Family Responsibilities Commission 1 January 2017 to 30 June 2017

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
2 January	Public Holiday					2 New Year's Day
9 January						
16 January						
23 January		24 24 24	25 25	Public Holiday		26 Australia Day
30 January		31 31	1	2		
6 February		7 7 7	8			
13 February		14	15	16		
20 February		21 21 21	22			
27 February		28	1	2		
6 March		7 7 7	8			
13 March		14 14	15	16		
20 March		21 21 21	22			
27 March		28	29	30		
3 April						
10 April					Public Holiday	14 Good Friday
17 April	Public Holiday	16	19	20		17 Easter Monday
24 April		Public Holiday	26	27	27	25 Anzac Day
1 May	Public Holiday					1 Labour Day Commissioner Development Week
8 May		9 9 9	10			
15 May	15		17	18		
22 May		23 23 23	24			
29 May		30 30	31	1	Public Holiday	2 Mabo Day
5 June		6 6 6	7			
12 June		13	14	15		
19 June		20 20 20	21			
26 June						

	Aurukun	Coen	Doomadgee	Hope Vale	Mossman Gorge	Office Days
				HV Meeting Day	MG Meeting Day	



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APPENDIX C - Compliance checklist

Family Responsibilities Commission 2016-2017 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/s 	ARRs – section 7	Page 4
Accessibility	<ul style="list-style-type: none"> Table of contents 	ARRs – section 9.1	Page 5
	<ul style="list-style-type: none"> Glossary 		Page 105
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	Page 2
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i>	Page 2
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.3	Page 2
	<ul style="list-style-type: none"> Information licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	N/A
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10.1	Pages 7-9
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	Pages 10-19
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	Pages 46-53, 58-62, 99
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 11.1	Pages 13-15
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	Pages 13-14
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	Page 15
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	Pages 47-48
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	Pages 54-56
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	Pages 64-65
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	Page 64
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	N/A
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Pages 70-71
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.5	Pages 71-72

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Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	Page 72
	• Audit committee	ARRs – section 14.2	N/A
	• Internal audit	ARRs – section 14.3	Page 54
	• External scrutiny	ARRs – section 14.4	Pages 72-73
	• Information systems and record keeping	ARRs – section 14.5	Pages 69-70
Governance – human resources	• Workforce planning and performance	ARRs – section 15.1	Pages 66-69
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i>	Page 67
		Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment (from 20 May 2016)</i>	
	ARRs – section 15.2		
Open Data	• Statement advising publication of information	ARRs – section 16	Page 74
	• Consultancies	ARRs – section 33.1	Page 74
	• Overseas travel	ARRs – section 33.2	Page 74
	• Queensland Language Services Policy	ARRs – section 33.3	N/A
Financial statements	• Certification of financial statements	FAA – section 62	Page 76
		FPMS – sections 42, 43 and 50 ARRs – section 17.1	
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Pages 97-98



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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 923 people as at 30 June 2016^{1,2}.

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 241 people as at 30 June 2016^{1,3}.

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 845 people as at 30 June 2016^{1,2}.

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 654 people as at 30 June 2016^{1,2}.

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 87 people as at 30 June 2016^{1,3,4}.

1. Note: Australian Statistical Geography Standard (ASGS) 2016 boundaries used are local government areas for Aurukun, Doomadgee and Hope Vale, and statistical areas level 1 (SA1s) of 3139616 for Coen and 3116408 for Mossman Gorge.
2. 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 rebased Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2016.
3. Note: Adults 17 years and over provided by QGSO, Queensland Treasury, based on the ABS unpublished preliminary rebased ERP data by age and sex at the Statistical Area level 1 for 30 June 2016.
4. Note: Total population provided by QGSO, Queensland Treasury, not 17 years and older, due to the small size of the total population from the ABS unpublished preliminary rebased ERP data at the Statistical Area level 1 for 30 June 2016.

GLOSSARY OF TERMS



Abbreviations

ABS	Australian Bureau of Statistics	FRC	Family Responsibilities Commission
AM	Member of the Order of Australia	FTE	Full-time Equivalent
ARRs	Annual report requirements for Queensland Government agencies	GGSA	Good to Great Schools
ASP	Alternative Secondary Pathway	ICT	Information and Communications Technology
ATSI	Aboriginal and Torres Strait Islander	IT	Information Technology
BBNAC	Bamanga Bubu Ngadimunku Aboriginal Corporation	LAG	Local Advisory Group
BCP	Business Continuity Plan	MDM	Mobile Device Management
CAA	Corporate Administration Agency	NIRA	National Indigenous Reform Agreement
CCTV	Closed Circuit Television	OAM	Medal of the Order of Australia
CIM	Conditional Income Management	PCYC	Police-Citizens Youth Club
COAG	Council of Australian Governments	QGSO	Queensland Government Statistician's Office
CRM	Customer Relationship Management	QLD	Queensland
CYAAA	Cape York Aboriginal Australian Academy	QPS	Queensland Police Service
CYP	Cape York Partnership	RAATSICC	Remote Area Aboriginal and Torres Strait Islander Child Care
CYWR	Cape York Welfare Reform	RFDS	Royal Flying Doctor Service
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships	SARAS	Study and Research Assistance Scheme
DCCSDS	Department of Communities, Child Safety and Disability Services	SCM	Student Case Manager
DET	Department of Education and Training	TIS	Translating and Interpreting Service
DHPW	Department of Housing and Public Works	VIM	Voluntary Income Management
DJAG	Department of Justice and Attorney-General	WBC	Wellbeing Centre
DPMC	Department of the Prime Minister and Cabinet	WCC	Western Cape College
DV	Domestic Violence	YJ Act	<i>Youth Justice Act 1992</i>
EMT	Executive Management Team	Also:	
EQ	Education Queensland		Apunipima Cape York Health Council (<i>Apunipima</i>)
ERP	Estimated Resident Population		Cape York Institute (<i>the Institute</i>)
FAA	<i>Financial Accountability Act 2009</i>		Family Responsibilities Commission (<i>the Commission</i>)
FPMS	<i>Financial and Performance Management Standard 2009</i>		<i>Family Responsibilities Commission Act 2008 (the FRC Act)</i>
FRA	Family Responsibilities Agreement		Family Responsibilities Commission Registry (<i>the Registry</i>)
FR Board	Family Responsibilities Board		Mr David Glasgow, Family Responsibilities Commissioner (<i>the Commissioner</i>)



CONTACT DETAILS

Family Responsibilities Commission

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Aurukun

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

Coen

Coen Hub, 7 Taylor Street, Coen 4892
Ph 0417 798 392
Fax (07) 4041 0974

Doomadgee

Doomadgee Community Justice Centre
Office 4/15 Sharpe Street, Doomadgee 4830
Ph (07) 4745 8111
Fax (07) 4745 8366

Hope Vale

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

Mossman Gorge

Lunde Street, Mossman Gorge 4873
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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>.



