

ANNUAL REPORT

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ANNUAL REPORT 2018-2019

FAMILY RESPONSIBILITIES COMMISSION



The annual report of the Family Responsibilities Commission (FRC) summarises the Commission and its financial and corporate performance for the period 1 July 2018 to 30 June 2019.

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

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www.frcq.org.au



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Mossman Gorge Commissioner Karen Shuan with artist Vanessa Cannon at the Yalanji Arts Centre



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.

CYP forum "The Clock is Ticking" in Brisbane
Back row: Commissioner Glasgow, Commissioner Port
Middle row: Commissioner Koometta, Noel Pearson, Commissioner Liddy
Front row: Commissioner Woolla, Commissioner Tamwoy and Commissioner Hart





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30 August 2019

The Honourable Jackie Trad MP
Deputy Premier, Treasurer and
Minister for Aboriginal and Torres Strait Islander Partnerships
GPO Box 611
BRISBANE QLD 4001

Dear Minister Trad

I am pleased to submit for presentation to the Parliament the Annual Report 2018-2019 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 110 of this annual report.

Yours sincerely

David Glasgow, AM
Commissioner
Family Responsibilities Commission

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*Commissioner Alison Liddy with
Liam Mattisey, the overall highest
attender for the Coen Campus of CYAAA*





PREAMBLE - NOEL PEARSON



The FRC has over 11 years demonstrated again and again the great power of self-reliance and responsibility for families to be supported to take control of their lives. The dedication and work of the FRC is the highest expression of self-determination that I have seen in Australia and, on behalf of my own people, I am so very grateful for the work of the FRC and the scores of lives that have been affected and saved.

At the heart of the FRC are the courageous Local Commissioners of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge, who work so tirelessly and with great love to motivate and support their people to take up and manage their most fundamental responsibilities to themselves and to their families. Their carriage of this great power and love never sleeps and never rests and the Commissioners have been resolute and steadfast in their dedication to serve their people.

The ongoing uncertainty over the future of the Queensland Government's support for the FRC and its core principles is incredibly disappointing and must end. The current lack of support for the FRC by the Queensland Government is a defining moment for its future.

The FRC was at the outset, and remains today, a cutting-edge innovation. It stands alone in providing a model of highly targeted Income Management, with authority for Income Management decisions vesting in Local Commissioners, not with the state. Income Management is the primary tool used to great effect by Local Commissioners as an instrument of support rather than punishment.

The FRC and the Australian Government are clearly focussed on making the FRC the strongest and most effective vehicle of Indigenous agency, authority and responsibility that it can possibly be. This means by necessity that the FRC must be supported in its endeavours to expand to those communities that have asked for the FRC's support and to continue to build on the hard-won gains of the past 11 years. An expanded FRC has great opportunity to continue to build up the effectiveness of the FRC model of Income Management, with an expanded armoury of services for families to get the support that they need to build their capabilities and take responsibility.

I thank former Deputy Commissioner Rod Curtin for his service to our people, and particularly for the work that he has done to help the Doomadgee Local Commissioners to establish their FRC over the last five years.

Finally, I would like to pay tribute to the absolute dedication of foundation Commissioner David Glasgow. I can think of no finer measure of his service than the deep and abiding esteem he is held in by the Local Commissioners. Thank you, David.

Noel Pearson

COMMISSIONER GLASGOW'S MESSAGE



From the Commissioner

The Family Responsibilities Commission has completed eleven years of operations in the four Cape York Welfare Reform (CYWR) communities of Aurukun, Coen, Hope Vale and Mossman Gorge, and five years in Doomadgee.

I have had the privilege of leading the Commission since our commencement on 1 July 2008, ably assisted since July 2010 by Deputy Commissioners Jim Brooks, whose appointment expired on 1 January 2012, and Rodney Curtin, whose appointment expired on 31 December 2018. I retire as Commissioner on 1 September 2019.

Since 1 January my role has been conducted without the support of a Deputy which has limited the occasions I have been able to visit our communities.

Though fully capable of carrying out their functions and conducting conferencing, there are frequent occasions where Local Commissioners have sought support and guidance.

My successor will be required to travel extensively to regularly visit the five communities, not only to become familiar with each, but to get to know the Local Commissioners and proactively manage the many and varied challenges facing the Local Commissioners in their work. These challenges include the performance of service providers, community and family conflicts, dealings with and performance by government officers, explaining the impact of legislation and debriefing after difficult conferencing sessions. Additionally, the Commissioner is regularly called upon to assist community members and Local Commissioners with advice on personal matters.

Availability of advice and continuing in-situ support is essential in my view, as is the opportunity for them to attend at an annual conference of all Commissioners and have access to confidential professional counselling when required. Their ability to rely on such assistance is critical to their ongoing success and development.

In November 2018 the Australian Government announced a three year funding commitment to the FRC from 1 January 2019 to 31 December 2021. The release of these funds is subject to the finalisation of a Memorandum of Understanding with the Queensland Government which is still in negotiations. Consequently, the Commission completed this financial year with a deficit of \$183,015.

Local Commissioners

I again acknowledge the women and men who are the Local Commissioners. They are leaders of outstanding capability who are as comfortable negotiating with bureaucrats and Ministers, as they are meeting with and assisting their fellow community members.

They have, however, been perplexed with the unexplained changes in Queensland Government policy concerning the Commission and have been unable to obtain any clarity of detail in regard to that policy.



COMMISSIONER GLASGOW'S MESSAGE

In the current year Local Commissioners have independently conducted most conferences. The following table shows their workload.

Table 1: The percentage of conferences conducted with Local Commissioners sitting alone by community 1 July 2018 to 30 June 2019.

Community	Conferences with Local Commissioners Sitting Alone	Total Number of Conferences Held	Percentage of Conferences with Local Commissioners Sitting Alone
Aurukun	1,066	1,090	97.8%
Coen ¹	34	79	43.0%
Doomadgee	1,048	1,051	99.7%
Hope Vale	326	337	96.7%
Mossman Gorge	125	125	100.0%
Total	2,599	2,682	96.9%

1. Coen Commissioners are all engaged in full-time employment. On some occasions only two Local Commissioners have been available. On such occasions the FRC Commissioner attends either in person or by phone.

The Local Commissioners live every day with the responsibility for, and reaction to, their decisions and are often subject to threats and abuse. The Commission ensures that debriefing and professional counselling is readily available to them and their families.

The Commission's work in strengthening Indigenous local authority, building and maintaining respect for Indigenous decision-making, and encouraging local community members to take responsibility for their lives is acknowledged by both State and Australian Parliaments.

In each community there has been significant and lasting improvement to the wellbeing, safety and education of its children.

Griffith Neighbourhoods Project

I was informed on 20 May that the contract between the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and the Griffith Neighbourhoods Project would not be extended past 28 June 2019. Aurukun Commissioners who have worked with this project since early 2009 are concerned there is no alternative service provider that provides the same level of programs in Aurukun, and that there will be a significant impact on the community with its departure. They have on their own initiative made submissions to the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships, the Honourable Jackie Trad MP, and the Aurukun Ministerial Champion the Honourable Di Farmer MP, Minister for the Department of Child Safety, Youth and Women (DCSYW) and Minister for the Prevention of Domestic and Family Violence, to reconsider their decision. DCSYW has advised that Youth Empowered Towards Independence has been approved as the successful provider to deliver the project for the 12-month period 1 July 2019 to 30 June 2020, and it is hoped the capacity building which is a key feature of the program will build upon the great work already carried out by members of the Griffith Neighbourhoods Project team.

COMMISSIONER GLASGOW'S MESSAGE



Conditional income management

Since the Commission commenced in July 2008 some concern has been expressed as to whether the Local Commissioners should have the authority to income-manage clients. The Social Security (Administration) Amendment (Income Management and Cashless Welfare) Bill 2019 providing for the extension of the Commission's powers to 30 June 2020 was passed with the support of the Labor opposition in the Australian Parliament on 4 April 2019 and received Royal Assent on 5 April 2019.

Unlike other trials, the FRC was never part of a blanket income management program. Commissioners have always considered each client on a case by case basis with Conditional Income Management (CIM) issued as a last resort. It is informative to consider how that power was exercised over this eleven-year period by the Commissioners.

Table 2: Percentage of clients who were placed on conditional income management for each financial year 2008 to 2019.

Financial Year	Number of CIM Orders Made	Number of Unique Clients Placed on CIM	Total Number of FRC Clients at 30 June	Percentage of Clients Placed on CIM as at 30 June
2008-2009	89	84	Unavailable	Unavailable
2009-2010	232	217	1,047	20.7%
2010-2011	223	205	1,191	17.2%
2011-2012	218	208	1,344	15.5%
2012-2013	304	268	1,467	18.3%
2013-2014	304	239	1,566	15.3%
2014-2015	238	194	1,856	10.5%
2015-2016	249	202	2,000	10.1%
2016-2017	265	212	2,164	9.8%
2017-2018	233	179	2,312	7.7%
2018-2019	233	176	2,423	7.3%

As at 30 June 2019 140 clients were subject to a current CIM order, although as can be seen from table 2, a total of 176 unique clients were placed on a CIM order throughout the entire 2018-19 year.

Commission staff

I acknowledge the professionalism of our Registrar Maxine McLeod and Executive Officer (Finance) Tracey Paterson in the management of the Commission's operations.

Our staff in Cairns and the community based Local Coordinators have continued their commitment and dedication in carrying out their respective duties, notwithstanding that each face continuing uncertainty about their futures.



COMMISSIONER GLASGOW'S MESSAGE

The Commission's future

It must be recognised there have been no amendments to the FRC Act since 2015, and I as Commissioner am obliged to conduct the business of the Commission in accordance with its provisions. The Commission's partners, the State and Australian Governments, contribute equally to the funding of the Commission's work in the four welfare reform communities of Aurukun, Coen, Hope Vale and Mossman Gorge, with the State funding the community of Doomadgee. They are not, however, in accord about the future operations of the Commission.

Prime Minister Scott Morrison MP affirmed his Government's policy in Parliament on 29 November 2018 when he stated:

"The Cape York Institute and the people of the Cape York Welfare Reform communities of Aurukun, Coen, Hope Vale and Mossman Gorge have been at the cutting edge of addressing welfare dependency and school attendance in this country. I commend all of those who have been part of that community-led approach.

The Family Responsibilities Commission is a model centred on the community that supported the restoration of the local Indigenous authority. The FRC is acknowledged as the most critical component of the CYWR, and the FRC conferences encourage individuals and families to engage in positive behaviours whilst promoting the interests, rights and wellbeing of children and vulnerable community members. The positive impact on communities has been driven by the excellent work of the Local Commissioners. Taking such a strong stance against antisocial behaviour has been a very challenging and demanding commitment for these leaders, however, they have stuck fast to their vision of strong communities that are free from the welfare trap. We should all commend them for the amazing work and their resilience."

Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships, the Honourable Jackie Trad MP, advised State Parliament on presenting the Commission's 2017–2018 Annual Report on Friday 22 March 2019:

"The Queensland Government values the role of the Local Commissioners in re-establishing local authority and decision-making in the Welfare Reform communities.

In the last year, they held 2,539 conferences to provide personalised support, and made 122 referrals to service providers for 107 clients.

We will continue to support and build on the work done by the FRC Local Commissioners as part of the Queensland Government's Local Thriving Communities reform agenda which is being led by the Department of Aboriginal and Torres Strait Islander Partnerships.

The reform comes in response to a Queensland Productivity Commission inquiry into service delivery in Queensland's 19 remote and discrete communities, including the Welfare Reform communities.

It also responds to requests from Mayors and other Indigenous leaders in these communities for better governance, economic opportunities, and greater community engagement in planning and delivery.

The Local Thriving Communities agenda will be co-designed with remote and discrete community members and will honour the role of communities in identifying their own priorities and solutions to issues.

COMMISSIONER GLASGOW'S MESSAGE



It will build on existing strengths, leverage local leadership and be delivered with a local emphasis, meaning that priorities and the way they are addressed may differ across communities.

Stakeholders like the Local Commissioners will be critical to understanding existing support structures, and designing and delivering effective future plans that empower Queensland's remote and discrete communities to thrive.

Community engagement on the Welfare Reform program, including the FRC, and the co-design process for Local Thriving Communities reform will occur through 2019."

The Queensland Productivity Commission (QPC) inquiry into service delivery in remote and discrete Aboriginal and Torres Strait Islander communities is available at: <https://www.qpc.qld.gov.au/inquiries/service-delivery-in-queenslands-remote-and-discrete-indigenous-communities/>.

QPC Commissioner Bronwyn Fredericks who chaired the Inquiry has been clear publicly that the report cannot be used by Government to justify transitioning from the FRC, or any other program. As the QPC report itself explicitly states, the focus of the inquiry was "to examine the overarching policy, governance and funding framework that overlays all services" across all remote and discrete Indigenous communities (page ix of the [FINAL REPORT into Service delivery in remote and discrete Aboriginal and Torres Strait Islander communities](#)).

The Strategic Review of Cape York Income Management report (<https://www.dss.gov.au/families-and-children-programs-services-welfare-quarantining-income-management/strategic-review-of-cape-york-income-management>) produced by Professor John Scott of the Queensland University of Technology (QUT) on behalf of the Department of Social Services (DSS) in November 2018 stated:

"There is a clear view in the current CYWR communities that the FRC should continue in some form; presumably because this goal of community-wide empowerment has not yet been achieved. With regard to any continuation of CYIM specifically, a Hope Vale Local Commissioner (in Focus Group 2, 2018, p. 26) stated, 'My concern is that, you know, you got all the findings, you have picked our brain about what's good, what's bad, what's been, you know... and then the Government think they can do it [deliver CYIM] on their own. They cannot. That's the clear message out of this. The Government cannot do this, without a body managing it on the ground...'

This view is supported by the findings of this review; CYIM is able to overcome many of the problems with IM schemes elsewhere because it is delivered through the context of the FRC. This context is a key component of any 'successes' that can be attributed to the Cape York scheme." (page 84)

Further at page 90:

"Cape York communities are looking to make a decision about evolving from CYWR towards new arrangements based on the empowerment/development model. There is an expectation from communities that this review will inform a decision about the future of welfare quarantining in Cape York and what role the current CYIM approach can/should have in any future models. Different communities have different needs and may come to different conclusions. Consultation and implementation are critically important to any future extension of the CYWR, FRC and/or CYIM. Consultation should be broad (involving a significant proportion of the community) and deep (i.e. cover not just theoretical models, but also



COMMISSIONER GLASGOW'S MESSAGE

the realities of how the models would apply in practice). By gaining widespread, informed endorsement of any future models, it may be possible to improve early take-up and support of any new models."

According to information provided to me by DATSIP through their 'Thriving Remote and Discrete Aboriginal and Torres Strait Islander Communities Fact Sheet', Local Thriving Communities will focus on building structural reform (local decision-making through community owned governance structures), service delivery reform and economic reform. This is reform work at the community level aimed at reframing the relationship between the Queensland Government and the communities.

The Commission, on the other hand, works at the individual level, assisting the individual to resume primary responsibility for their wellbeing and subsequently the wellbeing of their families - promoting the individual's social responsibility. It is my view that the Commission and Local Thriving Communities could work side by side as they have different and distinct functions which could complement each other. The Commission seeks to promote social responsibility and Indigenous authority, whilst Local Thriving Communities seeks to empower local community groups to make decisions regarding the provision of services within their community.

The Commission awaits the outcome of the required Local Thriving Communities consultations with communities and a decision on its future.

David Glasgow, AM
Family Responsibilities Commissioner

Local Commissioners from Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge with Commissioner Glasgow at the Local Commissioner Development Week June 2019



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.



STRATEGIC OVERVIEW

The creation of the Family Responsibilities Commission

In early 2006 the Australian Government agreed to fund the development phase of the Cape York Welfare Reform (CYWR) trial proposed by the Cape York Institute (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.

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 to initiate early intervention in order to address issues and behaviours before they escalate 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.

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

STRATEGIC OVERVIEW



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 7 August 2014 under the Family Responsibilities Commission Amendment Regulation (No. 1) 2014 Doomadgee was prescribed by regulation as a welfare reform community area. The decision to add Doomadgee by regulation was made following an extensive community consultation process conducted over a period of eight months.

In October 2014 the Queensland Parliament passed the Family Responsibilities Commission Amendment Bill 2014, with the Bill receiving Royal Assent on 27 October 2014 and the subsequent Act proclaimed on 28 November 2014. Among other amendments aimed at increasing efficiencies and expanding operations, the FRC Act's sunset clause (s152) was removed, enabling the Act to continue indefinitely. The Family Responsibilities Commission Amendment Bill 2014 also allowed for further welfare reform communities to be added by regulation.

On 14 July 2015 the then 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 1 December 2015. The Bill which received Royal Assent on 17 December, included an additional domestic violence trigger, and expanded the scope for delegation of the FRC Commissioner's power and responsibilities to Local Commissioners.

A Bill to amend the Commonwealth *Social Security Administration Act 1999* to extend the income management mechanism 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 Labor Party and Australian Greens supported the Bill on the basis that an independent evaluation of income management in the welfare reform communities be undertaken, with DSS commencing a Strategic Review of Income Management in Cape York. DSS officers attended the FRC's Local Commissioner Development Week in May 2018 to seek first-hand accounts from Local Commissioners about the effectiveness of income management in Cape York.



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Between March and June 2018, DATSIP, the Australian Department of the Prime Minister and Cabinet (DPMC) and Cape York Partnership (CYP) representing the Institute undertook community consultations in each Cape York welfare reform community, whilst DATSIP undertook the consultations in Doomadgee. The purpose of the community consultations was to identify local perceptions of the impact of Welfare Reform and inform its evolution.

A number of developments concerning the Commission's future occurred during the 2018-19 financial year. On 27 November 2018, at the Cape York Partnership forum, The Clock is Ticking, the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships, the Honourable Jackie Trad MP, announced that the FRC and welfare reform model would be transitioning to an approach called Local Thriving Communities.

The Strategic Review of Cape York Income Management commissioned by DSS was released on 3 December 2018. It concluded that evidence concerning the outcomes and impacts of Cape York Income Management (CYIM) was mixed. On page 89 it states: *"In some cases there is evidence that the FRC and CYIM have contributed to a reduction in alcohol, drugs, violence and crime. There is also evidence that outcomes have improved in terms of children's overall health and wellbeing, and engagement with school"*.

On 5 April 2019 the Social Security (Administration) Amendment (Income Management and Cashless Welfare) Bill 2019 passed both Houses of the Australian Parliament, extending CYIM to 30 June 2020.

The Queensland budget was tabled in State Parliament on Tuesday, 11 June 2019. In that budget the Queensland Government announced its commitment to continue funding the Commission for the 2019-20 year. As at 30 June 2019 the State and Australian Governments are continuing negotiations in regard to the Australian Government's contribution to the funding of the Commission which was offered for a three year term from 1 January 2019 to 31 December 2021.

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 (whilst appointed) and Local Commissioners meet regularly to conference clients and make referrals to community support services, or in certain circumstances, to Centrelink for income management.

Policy context

Our activities support Welfare Reform and Our Future State: Advancing Queensland's Priorities published by the Queensland Government. The Commission contributes specifically to the following Government priorities:

STRATEGIC OVERVIEW



CREATE JOBS IN A STRONG ECONOMY

by working to reduce passive welfare, assisting clients to increase their financial stability; and by initiating a continuous improvement strategy for our organisational capability



GIVE ALL OUR CHILDREN A GREAT START

by supporting expectant mothers and young families in welfare reform communities to access maternal and child health, early childhood education and care services, and to understand the importance of the early years to the long-term health and wellbeing of their children



KEEP QUEENSLANDERS HEALTHY

by working with service providers to support the delivery of effective responses to alcohol and drug misuse, mental illness and violence for our clients in the welfare reform communities and developing self-care and resilience in Local Commissioners



KEEP COMMUNITIES SAFE

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



BE A RESPONSIVE GOVERNMENT

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.

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 online 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 seven strategic areas for action established under the National Indigenous Reform Agreement (NIRA) for driving the Council of Australian Governments (COAG) reforms 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



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- 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 'Our Way Strategy', formerly known as '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 and 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 Strategy', 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.

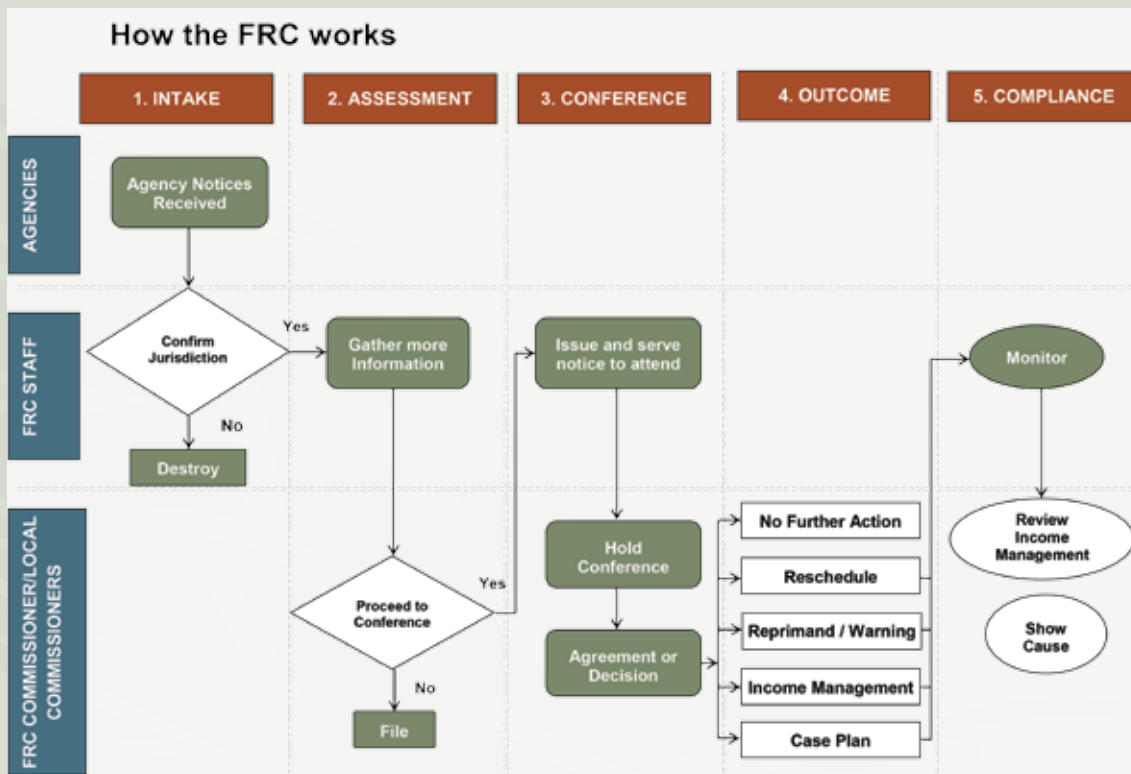
Our Local Commissioners collaborate with the community to identify and resolve critical issues, advocate for their community by meeting with Ministers and government departments and assist in ensuring that informed decisions are made by the transparent sharing of information.

There have now been three independent evaluative exercises with a focus on the FRC since its establishment. The conclusions in each have been very promising (refer the 2010 KPMG Implementation Review of the Family Responsibilities Commission, and the 2012 Cape York Welfare Reform Evaluation). Most recently, the 2018 Strategic Review of Cape York Income Management, conducted by QUT and commissioned by DSS provides evidence for building upon the progress of the past decade.

There is no doubt the FRC has successfully re-established local authority, although ongoing broadening and renewal has not yet occurred. There is little support for the notion that the FRC is a punitive model. It is clearly not. Rather there is a great deal of evidence that suggests that FRC clients feel supported by the FRC. Considering aggregate community level data which does not seek to isolate the impact of the FRC intervention falls short of revealing the true effectiveness of the FRC. Our challenge, and the challenge of the Queensland and Australian Governments is to build upon the lessons learnt, expand upon the model to incorporate community led reforms and to tackle more broadly the complex and entrenched intergenerational disadvantage which affects many Indigenous communities.



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 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 (DoE) 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 the Department of Education and the Department of Child Safety, Youth and Women only.

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



- The Department of Child Safety, Youth and Women (DCSYW) 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 who is the subject of the notice is within the jurisdiction of the Commission. 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. After determining 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 attend a conference and if other associated persons should be invited to attend the conference.

Service of notice to attend conference

Following a decision to proceed to conference, the client is served with a Notice to Attend Conference. The client is informed of the time, date and place of the conference, the purpose of the conference, what they can expect to occur and the ramifications if they fail to attend. The client is advised that they may bring a support person to the conference, such as a family member, friend or Elder. They are also advised that the FRC may ask other people to attend, for example family members and representatives from Government agencies responsible for education, child safety, housing and criminal justice to talk about the details of the notice received. In the event that a client fails to attend, the Commission may reschedule the conference, and again a notice is served prior to the rescheduled conference.

Conference

At the conference Commissioners discuss with the client the subject matter 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. 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, issue the client with a warning, 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

At conference, a decision may be made to issue a client with a CIM order. Due consideration is given firstly to the individual circumstances of the client and whether alternative action is more appropriate. 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. Commissioners may revoke a CIM order prior to the defined period should the client have demonstrated sufficient progress in addressing the issue/s which have brought them before the Commission. The client may then be encouraged to continue to attend service providers, or may elect to continue on an income management arrangement should they wish.

Notice of the CIM order is provided to Centrelink. 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 cash into their bank account. 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. Once a client comes off a CIM or VIM, they return to their prior arrangements with Centrelink in regard to their welfare payments.

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 quarterly progress report 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 when required. Service providers are encouraged to attend conference proceedings in each welfare reform community and discuss the decision-making processes with the Commissioners.

HOW THE FAMILY RESPONSIBILITIES COMMISSION WORKS



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 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 review is conducted in regard to their attendance and engagement with service providers. Subsequent to reviewing 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 CIM order with a substantial amount of time remaining, the Commissioners may either elect to continue with the current CIM 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 a conference 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 must provide reasons for seeking to amend or end their agreement or order 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.



THE COMMISSION — WHO MAKES UP THE COMMISSION

FAMILY RESPONSIBILITIES COMMISSIONER

Commissioner David Glasgow, AM



David Glasgow is a Solicitor and a former Queensland Magistrate. He was appointed the Commissioner on 25 May 2008 by then Premier Anna Bligh AC and has held this role continuously since then. Commissioner Glasgow is due to retire on 1 September 2019.

Deputy Commissioner Rodney Curtin



Deputy Commissioner Rod Curtin is a Queensland Barrister. He was appointed as Deputy Commissioner in July 2010 and his appointment expired on 31 December 2018. He continues to practice at the Bar in North Queensland and is based in Cairns.

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.

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. 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 Aurukun 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, 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. Aurukun 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 to assist families and children in Aurukun.

In September 2014 Aurukun Commissioner Woolla was appointed to the Special Taskforce on Domestic and Family Violence in Queensland. The Taskforce was established by the then Premier Campbell Newman and was chaired by the Honourable Quentin Bryce AD CVO, former Governor-General of Australia. On 26 January 2015 Aurukun Commissioner Woolla was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community.

THE COMMISSION — WHO MAKES UP THE COMMISSION



In September 2018 she was appointed to the Queensland First Children and Families Board. The Board will oversee the implementation of *Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017 – 2037* and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017 – 2019*. Commissioner Woola 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. Her support for the education and training of young people is well recognised and together with her husband, Aurukun Mayor Dereck Walpo, she 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 six great grandchildren. 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 obtained a qualification in community teaching from Technical and Further Education in Cairns. 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 three grandchildren, camping and fishing.



Commissioner Keri TAMWOY (Putch Clan) although born in Cairns has lived her entire life in Aurukun where she has raised her family. Commissioner

Tamwoy is a qualified mediator and is currently running the mediation program in Aurukun. This program has been a huge success in bringing families together to resolve issues without resorting to violence.

Commissioner Tamwoy met her husband, Gerald Tamwoy, when they were 17 years old. They have now been married for 12 years and have six children.

Aurukun Commissioner Tamwoy has previously worked as the Office Manager for the Aak Puul Ngantam ranger program and also as an Administration Officer in her husband's business. Her current role as mediator is where her passion lies and she is extremely committed to supporting the Wik people of Aurukun and empowering them to grow and improve their community into the future. Commissioner Tamwoy enjoys fishing and camping when she can find the spare time, or just a quiet day at home watching movies with her three grandchildren.



THE COMMISSION — WHO MAKES UP THE COMMISSION

Coen



**Commissioner Peter Pedro
PETER OAM** (Lama Lama Clan) is an Elder of great significance within the Lama Lama Clan and the wider community. On 26

January 2015 Coen Commissioner Peter was awarded a Medal of the Order of Australia (OAM) in recognition of his services to the community. Commissioner Peter retired as a Coen Commissioner on 31 December 2018.



**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). In February 2018 Commissioner Port commenced full-time employment for the Hope Vale Aboriginal Shire Council initially as a Council Maintenance Worker. He currently holds the position of Supervisor of Operations, Parks and Gardens at the Council. He is heavily 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 May Mary
KEPPLE OAM** (Wik-Munkan Clan) is a Justice of the Peace (Qualified) and the Recognised Entity for Child Safety in 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. From February 2014 Commissioner Kepple worked part-time with RAATSICC (Cape York/Gulf Remote Area Aboriginal & Torres Strait Islander Child Care) as

a Community Recognised Entity, and in 2018 worked on an on-call basis for the organisation. Coen Commissioner Kepple is currently working for the Department of Justice and Attorney-General as a Domestic Violence Engagement Officer. She is responsible for providing court support to the Justice Group Coordinator and clients, and networking with other stakeholders to advocate for clients in relation to referrals, programs and activities.

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. Commissioner Kepple spends her weekends on country with her daughter and grandchildren passing on culture and the ways of the Elders.



**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 full-time 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 Elaine Liddy was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. 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, Commissioner Alison Liddy attained a Certificate III in Indigenous Community Service and Primary Health Care. She has held

THE COMMISSION — WHO MAKES UP THE COMMISSION



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. Coen Commissioner Alison Liddy is currently employed at the Yintjinnga Aboriginal Corporation and the Lama Lama Ranger Service. 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 Commissioner since the commencement of the Commission in 2008.



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. Commissioner Maureen 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 four years in Hope Vale she was seconded to DATSIP's Cape York Strategy Unit as part of the Government Champions program where she coordinated the Negotiation Tables throughout Cape York between the communities and their Government Champions. She resigned as the Principal of Hope Vale State School and took on the role of Transition Officer for the Department of Education, assisting in moving children from primary schools to secondary schooling, and even further education.

In 2010 Coen Commissioner Maureen 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 Commissioner Maureen Liddy's position transitioned from the RFDS to the Apunipima Cape York Health Council as Team Leader.

In April 2019 Commissioner Maureen Liddy resigned from her position with Apunipima Cape York Health Council and commenced in the role of Community Partnership Engagement Manager with Good to Great Schools. On 26 January 2019 Coen Commissioner Maureen Liddy was awarded the Cook Shire Citizen of the Year in recognition of her work to improve the lives of Indigenous people in the Cook Shire.

She holds a Graduate Diploma in Education and is a member of: the Coen Justice Group; the local Sports and Recreation Association; and the Advisory Committee to the Cook Shire Council. Commissioner Maureen Liddy's personal interests include spending time with her family, 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 Christopher 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.

Commissioner Christopher Logan's working life has included employment as a stockman, carpenter, Community Police Officer, a storeman at the Doomadgee Aboriginal Shire Council and work at the Doomadgee retail store. He was a Councillor from 1992 to 1994 with the Doomadgee Aboriginal Shire Council and the Deputy Mayor from 2008 to 2012. He has also driven trucks and has run the night patrol for the



THE COMMISSION — WHO MAKES UP THE COMMISSION

Doomadgee community. For many years Doomadgee Commissioner Christopher 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. Doomadgee Commissioner Christopher Logan currently holds the position of Indigenous Education Leader at the Doomadgee State School. Commissioner Christopher 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.



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 eight, Commissioner Cairns has firm ties to several clans within the community and derives great joy from her extended family. A strong Indigenous woman, Doomadgee 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 Strong Women's Group (formerly known as the Indigenous Women's Forum) since 2004. In her capacity with the Group 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. 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, Doomadgee Commissioner Jupiter worked at the Department of Communities 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 Doomadgee Commissioner Jupiter worked at the day care centre also as a Family Support Worker. 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, 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. Since 2018 Doomadgee Commissioner O'Keefe has been involved with the Strong Women's Group and was recently involved in mentoring a select group of Indigenous women during a week-long domestic violence conference held in Mackay. Commissioner O'Keefe hopes that her role as a Local Commissioner with the Family Responsibilities Commission will enable her to

THE COMMISSION — WHO MAKES UP THE COMMISSION



play a significant part in improving outcomes for Doomadgee families. Commissioner O'Keefe enjoys camping, fishing and spending time with her family, in particular her young grandson.



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

Commissioner Eleanor Logan 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, Commissioner Eleanor 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 Doomadgee Commissioner Christopher Logan, she says family is her priority. She has fostered many children and is presently fostering two young boys. Doomadgee Commissioner Eleanor Logan is currently the Director of the Doomadgee Child Care Centre. When not working she enjoys camping, fishing and spending time with her 15 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, Senior Community Worker, Police Liaison Officer and a project worker at Save the Children for the Doomadgee Deadly Homes Program. Doomadgee Commissioner Douglas is currently employed at Gidgee Healing as the Health Services Manager. In this role Commissioner Douglas provides education, support and referral to community members who are elderly and in need of assistance tidying up their homes and managing hygiene. Commissioner Douglas is married to Cecilia, is father to six children and they have one grandchild. Commissioner Douglas, 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. Commissioner Victor Gibson has devoted much of his working career to Hope Vale, assisting to build up his community. In doing so he has served as Deputy Mayor and a Councillor.

On 26 January 2015 Hope Vale Commissioner Victor 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



THE COMMISSION — WHO MAKES UP THE COMMISSION

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 Thurrbill Community Justice 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. 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 a teaching role at the CYAAA Hope Vale campus. 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 Commissioner for Hope Vale, 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 / Waymbuurr Clans) retired from her position of Administrative/Accounts Officer with the Hope Vale campus of

CYAAA in 2019. She enjoyed 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 of the Hope Vale Congress Aboriginal Corporation. Commissioner Deeral is a mother to two sons and grandmother to four granddaughters and one grandson.



Commissioner Selina BOWEN is married to Ronald Bowen from the Thuupi / Dharrba Warra Clans of 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. 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 former jobs have included being an Assistant Manager for the local food store, an agent for the Commonwealth Bank in Hope Vale and a Parenting Consultant where she delivered the Triple P program for Cape York Partnership.

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 resided for many years with Nathan before buying a house and moving to Mossman in February 2018. 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 Commissioner Karen Gibson also enjoys inspiring other artists to follow their dreams. Mossman Gorge Commissioner Karen Gibson previously held positions at Cape York Partnership Empowered Communities as a

Community Engagement Officer and Regional Coordinator, where she was the Empowered Community Champion for the Mossman Gorge community. Mossman Gorge Commissioner Karen Gibson is on the Board of Directors for the Cape York Girl Academy and previously held the positions of Chairperson and Vice Chairperson of BBNAC. Other positions held include Board Member for the Cape York Land Council, Director of Kuku Yalanji Dreamtime Tours, Attendance Case Manager with Cape York Partnerships and Local Coordinator for the Family Responsibilities Commission, Mossman Gorge.



Commissioner Karen SHUAN
(Kuku Yalanji Clan) was born 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 tourism guide. Commissioner Shuan is presently the cultural 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. 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 at the 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

Client Manager Camille Banks, Commissioner David Glasgow, Registrar Maxine McLeod, A/Client Manager Anne Crampton and Executive Officer (Finance) Tracey Paterson

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:	Mr Bryce Coxall
Coen:	Ms Sandi Rye (Cairns based)
Doomadgee:	Mr Robbie Hazeldine
Hope Vale:	Mr Brenden Joinbee (Cairns based)
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 13 employees:

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

CLIENT PROFILE



A MOMENT IN TIME

Often during quieter periods in conferencing, Local Commissioners will take it upon themselves to go for a drive around the community in the FRC vehicle, just to see if there may be a client or two for whom a little gentle persuasion is all it takes to encourage attendance at conference.

In one particular instance, two Local Commissioners doing their regular drive through the community sighted a community member who was scheduled to attend conference later that day. The woman was headed towards the creek, and the Commissioners pulled over to speak with her. Agitated, she told them *"I'll be up later. I'm going to the river to calm down. I've had enough"*. Noting the client's distress, the Commissioners gently suggested she come up now, and join them for a cup of tea. As she climbed into the car the woman pulled a filleting knife from under her clothing and handed it to a Commissioner.

On arrival back at the FRC office the Commissioners sat and drank tea with the client and listened while she unburdened her troubles. Half an hour later, with the client now calm, the Commissioners conducted a conference and referred the client on a case plan to see a community mental health worker. One of the Commissioners then drove the client directly to the service provider where she was handed into their care.

This story highlights the fact that in many cases the success of the Commissioners lies in not only what has been done, but in what has been prevented. We cannot measure the number of children who have been prevented from being taken into care. It is impossible to know the domestic violence incidents that have not happened and we cannot count the suicides that have been averted by the work the Commissioners have done in their communities.





LOCAL COMMISSIONERS' YEAR IN REVIEW

Aurukun Commissioners' report

The last year has been full of highs and lows for us as Local Commissioners. It has been hard to stay positive with the uncertainty surrounding the continuation of the Commission, however, we are only in our positions to support our community, and we will continue to put in 100 percent to do so.

The Aurukun State School worked hard with the community right up until the end of 2018 and this saw a 5.6 percent attendance increase in the primary year levels from 2017. Unfortunately, the overall attendance figure is still below 50 percent, so there remains a lot of work to be done. We would like to thank the parents who continue to have their children at school every day regardless of what is happening in community, and for the parents that continue to struggle, we are here to help.

The end of 2018 saw almost 60 percent of the school staff leave including Principal Mike Ennis. We would like to thank all the school staff for their time in Aurukun and we appreciate you sharing your lives with us and teaching our children. With such a big change of staff at the school we were nervous about a slow start to 2019. Together with our new principal, Paula Maguire, and new teachers we were very pleased to see the attendance for weeks 1 and 2 at around 60 percent.

Early in 2019 the Aurukun community was shocked and in mourning with the passing of local Elder and recognised artist Mavis Ngallametta. Her passing sent a shock wave through the community which unfortunately reflected on the school attendance figures. This was an extremely sad time for our community and the school attendance figures reflected the impact, declining by around 20 percent.

Severe weather events took their toll on our community early in 2019. We had the normal wet season flooding and torrential rain, but this was then backed up with Cyclone Trevor in March which again impacted our school attendance figures. Following the cyclone all community members received a cyclone payment from the State Government of \$1000 per person. While this was helpful after almost a week with no power, we believe the funding arrangements could have been managed better. The instant flood of money into community reflects the issues we have when people receive their tax returns. More money means more drugs and alcohol. More drugs and alcohol means fewer children at school and more violence in the households.

We had several influential visitors this year who met with us, including the then Special Envoy for Indigenous Affairs, the Honourable Tony Abbott, MP. We took this opportunity to express our upset at the possible closing of the Commission and spoke about the negative effects that we predict will happen should the closure eventuate. Mr Abbott expressed his full support to back us in extending the life of the FRC which was great to hear.

With all the talk of the FRC being shut down we formally requested to meet face to face with the new Director-General of DATSIP Dr Chris Sarra to discuss our future. We were pleased Dr Sarra took the time to come to Aurukun and meet with us as a group. We are still confused, however, as to the Queensland Government's new Local Thriving Communities model with which he is proposing to replace the FRC. All that we ask as Local Commissioners and community members is to be involved in any new changes or programs that come into our community, and to have our views and concerns considered prior to any decisions being made.

LOCAL COMMISSIONERS' YEAR IN REVIEW



On a positive note our fellow Local Commissioner Ada Woolla has been appointed to the Queensland First Children and Families Board. The Board will oversee the implementation of *Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017 – 2037* and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017 – 2019*.

We were very proud to see Aurukun children working closely with the Queensland Music Festival (QMF) for the seventh year running. QMF has set such high expectations for the Aurukun children and it makes us very happy to see our children exceed these expectations and travel out of community to perform with QMF.

Due to the uncertainty surrounding the continuation of our positions, our service referrals have dramatically reduced. We did not want to start our clients on case plans and false promises to see everything cease not long after. But we will carry on as normal with the continuation of our positions (although we don't know for how long) and we will aim to lift all of our referrals, income management decisions and support to our clients to hopefully see some big improvements in Aurukun in the coming months.

Development in the Aurukun community is moving forward with the continuation of new community housing, new Government housing, new accommodation for elders at the aged care facility, a new splash park for the children and much more. These new developments have many benefits to our community, from creating jobs to better housing and better care for our elders. It's exciting to see the continuation of these projects. We were also lucky enough to have a fully refurbished Justice Group building which is where we conduct our conferencing.

As the year moves on, it is the sound of the children playing in the school grounds that inspires us to continue to work hard to lead and support our community to the best of our ability.

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

Aurukun Splash Park





LOCAL COMMISSIONERS' YEAR IN REVIEW

Coen Commissioners' report

Our focus this year has been to build on the progress achieved over the last 11 years, with the hope that we have done enough for our community to continue as Local Commissioners through the next 10 years. Children are our future and that inspires us to: engage with our people; encourage families to practice consistency when sending their children to school to give them the best opportunity to be prepared for the future; and to support our people on their journey of change toward taking responsibility for themselves and their families. While we continue to be a voice for our people and fight for opportunities our people deserve, we feel this year our voices have fallen upon deaf ears and brought some uncertainty about our vision for the future. We are talking about the transition of the Family Responsibilities Commission and welfare reform communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge to a new and as yet ill-defined model called Local Thriving Communities. This uncertainty has interfered with our focus, but not stopped us from following upon the path we envisage.

The Coen campus of the Cape York Aboriginal Academy and Cape York Partnership played lead roles in preparing students for boarding school with 12 year six students graduating in 2018. Coen school houses have been completed and teachers have settled into their new homes. A new Principal, Naomi Gibb, joined the school in Term 1 2019. Naomi comes to Coen with 10 years of experience working in remote Indigenous communities. Naomi has started the new term working with teachers to set new standards to address ongoing behavioural issues. We have engaged with the school principal and families to ensure a high attendance target is met to coincide with high expectations of the community. To achieve this standard, we think it is necessary to have a strong plan in place for students and school staff in collaboration with the community. Overall school attendance percentage for Term 4, 2018 was 86.7 percent. That is an increase of 4.4 percent on the same period in 2017.

Term 1, 2019 started off strong with an overall attendance percentage of 90.4 percent. Although this represents a small decrease from last year it is most likely due to the difficult weather conditions we had experienced. A tropical low and an active monsoon trough caused flooding in Townsville in late January and early February and affected some families trying to make their way home at end of the Christmas holiday period. Unfortunately, this led to some students missing the first weeks of school term. Toward the end of Term 1 severe Tropical Cyclone Trevor caused major disruption to the residents of Coen. Most services, including the school, were closed during this period.

The domino effect of the cyclone continued throughout the remainder of Term 1. The ongoing weather events left the community struggling to keep up with food supplies and other amenities. Shop shelves were left bare and the power cut for over 24 hours. The lack of food in community affected parents who were left struggling to provide packed lunches for their children. Coen had some relief provided by the first food drops in eight years consisting only of basic provisions.

Following on from these weather events, residents began to receive disaster assistance funding. The apparent ease with which residents claimed this funding opened the door to some residents claiming dishonestly and spending the money on alcohol and parties, which continued when the next person's funds were received.

Unusual weather conditions have continued this year outside of the standard wet season with Cyclone Ann threatening the community on a scheduled May conference date. This affected conference attendance due to safety concerns and the resultant clean-up across the community. We now hope the wet season is over and expect our families to be back on track and focusing on education.

The Women's Support Centre (Kiincha Ukulngumka) is going from strength to strength. The 24-hour support centre is not only used in emergency situations for women and children escaping violent situations, but is also a place to heal, and build confidence and resilience with regular women's yarning circles. The centre

LOCAL COMMISSIONERS' YEAR IN REVIEW



has been so successful, our local men are lobbying for funding to have their own special place for healing and men's business.

Another new initiative that Coen residents are lobbying for is a palliative care centre that will be a place of resting on country for not only Coen residents but for all people of Cape York; a place where families can come together, relieving the need for expensive travel and relocation costs once family members have passed. We are very supportive of this centre going forward. Cook Shire Council have donated the old James Love Building to the cause which is currently being renovated in readiness for an approval.

The official opening of the Coen Sports Oval was held on 23 October 2018 with the Honourable Cameron Dick MP, Minister for State Development, Manufacturing, Infrastructure and Planning, Coen Government Champion Commissioner Katarina Carroll, and football legends Steve Renouf and Scott Prince attending. To date, the football field, toilet block and shaded children's playground have all been completed, with further components yet to be included.

This year, as with previous years, working in collaboration with local stakeholders and visitors from varying government and non-government agencies has proven of great value to us. The Coen Interagency bi-monthly meetings are of particular value, providing a networking opportunity with stakeholders. These partnerships continue to be high on our agenda and a significant part of addressing matters that arise during a conference sitting, or within our daily roles as Local Commissioners and members of our community.

The Queensland Police Service consistently support our Commission by delivering conference notices to FRC clients who have been scheduled to attend. We would like to thank them for assisting us in this manner and for backing our work in community.

Our report last year spoke about the lack of resources for specialised areas of need such as local drug and alcohol services. This continues to be an area of concern although there has been funding provided through the Justice Group for community members affected by domestic violence. Again, this is a short-term approach for those people who need more intensive rehabilitation and are reluctant to move away from community to receive assistance. We continue to receive reports concerning the lack of housing and resultant overcrowding and have seen the problems that arise from this such as domestic violence, alcohol abuse and children arriving at school tired and unable to concentrate from lack of sleep. We encourage the government to do more in this area.

We are very honoured to share some wonderful news of one of our own Local Commissioners, Maureen Liddy. On Saturday, 26 January, Cook Shire Council awarded Maureen Liddy Citizen of the Year during the annual Australia Day celebrations held at the Cooktown Botanical Gardens. Her nomination described her as a "tireless worker, change facilitator and advocate for Aboriginal and Torres Strait Islander people in Coen and across Cape York". In October 2018 she was also awarded the people's choice Spirit of the Walk award for her determination to walk the entire 42 kilometres of the event.

This year has not only been one of change, but also one of goodbyes. We would like to thank Local Commissioner Peter Peter for his dedication and commitment to his role from the beginning of the FRC in 2008. In December 2018 Local Commissioner Peter decided to hang up his hat and retire, enjoying the remainder of his days fishing and improving his health. We have missed his thoughtful and passionate contribution and wish him all the best during his retirement.

As Local Commissioners we envision a sustainable future for all Indigenous people; to be free of poverty and racism; to be given the same opportunities of all people living in this country. We can see there have been some major improvements in this regard, but more needs to be done in relation to economic advancement and building new homes to tackle overcrowding. We will continue to advocate for our people into the future, to make their lives, and the lives of their families happy and meaningful.

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



LOCAL COMMISSIONERS' YEAR IN REVIEW

Hope Vale Commissioners' report

We have been working hard over the last 12 months to try and increase our school attendance here in Hope Vale. Our then FRC Local Coordinator, Matt Thompson, also joined with us in these endeavours, assisting with initiatives including Walk to School on Friday mornings and school barbeques. We would like to thank Matt for his contribution. Matt's partner obtained the principal's position in Coen, and they both moved there at the end of 2018. Since then we have had Brenden Joinbee assist us as Local Coordinator. Brenden has fitted in very well with us and we have gone from strength to strength. The published school attendance statistics for Term 1 2019 have shown an attendance rate of 84.1 percent, the highest attendance for the CYAAA Hope Vale campus since Term 1 2015. We have been working with the school which provides us with a list of the lowest attenders, and we schedule the parent/carers of these children for conference if they fall within our jurisdiction.

The school had a new principal, Mr Glenn White, commence this year. He has initiated a community school improvement partnership with service providers to develop strategies for assisting to improve attendance. Principal White has reported that 95 percent attendance was achieved on one Friday. It is believed that this is the highest percentage in the school's history. To maintain this increase in attendance the school is considering trialling a shorter school day on Fridays which it is hoped will also improve the student/teacher ratio.

The community is to be commended for the school attendance result as there has been a lot of bad weather this year with an extremely heavy wet season. Both Cooktown and Hope Vale were isolated due to this severe weather, with the bridge over Isabella Creek damaged. One of our conference sittings was cancelled due to the flooding. As a result of the severe weather, disaster payments were received by community members, many of whom then unfortunately travelled into Cooktown to drink and gamble.

We believe there are presently more children attending boarding school outside the community than there has been in the past. We have noticed that more of our Hope Vale students also appear to be staying at boarding school.

Concerns were raised by the community regarding a gambling game called 'Ping' being played by the Hope Vale students. The school and community together have addressed the problem and it would appear that it has now been resolved. We are happy to see the whole community responding to local issues and collaborating to resolve them. We see this as evidence of the community's Indigenous leadership and responsibility coming to the fore.

The CYP Strong Families Parenting Program has transitioned to Gungarde Community Centre Aboriginal Corporation. This service is located in Cooktown. Parenting support is to be provided by Gungarde's Family Wellbeing Service which provides support to families, focussing on early intervention and keeping children at home safely with their parents. Although Gungarde are not resident in Hope Vale they plan to be in the community at least one day per week to visit clients in their homes if required. We are hopeful that the community will embrace this change to enable effective service provision for parenting assistance to continue into the future. We have concerns, however, about the removal of the parenting program from Hope Vale itself and several community members have already expressed their reluctance to travel to Cooktown to receive assistance.

LOCAL COMMISSIONERS' YEAR IN REVIEW



During World War II (1942) the Hope Valley and Cape Bedford people were evacuated south because of their German missionary and lugger connections with the Japanese, with many being sent to Woorabinda near Rockhampton. Pioneers Ernest McGreen, Jack McIvor, Fred Grogan, William Wallace, Jim Hart, Colin Jack and Jack Jerry were the first people to return and assist with the re-establishment of Hope Vale as a Lutheran mission in September 1949. Four further groups of males returned throughout that year, with the remaining families arriving home in 1950. This year the community had a celebration to mark the 70th anniversary of the return of the first community members from Woorabinda.

Overall this has been a difficult year for us with the uncertainty we have faced. We are now told that hopefully we as Local Commissioners can be extended to June 2020. Although that news is some comfort, we feel it does not give us the full support we deserve. We see a shift in perception in the community with clients more willing to engage with us. They even approach us outside of the conferencing environment and voluntarily come in when we are sitting in conference to seek assistance. Clients are starting to request voluntary income management. For us, we know that that is a step forward in taking responsibility. We feel that the Commission should have a permanent presence in Hope Vale after the advances we have achieved with and for the community. We seek the State Government's support going forward with our vision for Hope Vale. Meanwhile, we will continue our work and will dearly miss Commissioner David Glasgow when he departs. He has been a great mentor and friend to us since 2008. We wish him the best in his future retirement and we'll think of him often.

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



Hope Vale Commissioners Doreen Hart, Erica Deeral and Cheryl Cannon with Kaysharn Deemal and Casiarna Bowen at the CYAAA Hope Vale campus school awards



LOCAL COMMISSIONERS' YEAR IN REVIEW

Mossman Gorge Commissioners' report

We have now dedicated 11 years of our working lives as Local Commissioners with the Family Responsibilities Commission, and we can assure you our commitment and leadership skills are strong and continue to grow with each year. These past 12 months have been hazy. Last year we spoke of the dark cloud hanging over our heads and the unknown future for our roles. Further yarns with officers from DATSIP on the new proposed Local Thriving Communities model have continued during the past year with very little information provided to the grassroots people to explain what it will deliver for our communities. This unknown has caused difficulties for us. The indecisiveness of government has made our roles tougher than usual. During the conference process, when yarning about future goals with clients, we have been hesitant to make referrals, unsure what will happen to the Commission and how that will affect referrals in the future. If referrals are abandoned mid-way it could cause more harm to the already vulnerable clients we see at conference. Government holds the power to change communities. Changes have been made time and again over many decades. We realise change is inevitable and hope that during such a change when considering decisions for our community, our mob will have a vital part to play in the decision-making. Those who live day to day lives in this community are the right decision-makers.

This year has had its challenges. We have seen some of the old dysfunctional social norms coming back. Parties and drinking in the streets, loud music and a lack of respect for community residents has increased over the past 6 to 12 months. Relationships between state housing, local police and the community could be strengthened to address these issues, and although in the past the relationship has been strong, it has weakened over the past 12 months. The new generation are bringing back old habits into our community and we need services, as well as families, to step up and hold people accountable for their anti-social behaviours.

Apunipima Wellbeing Centre has been through consistent staff turnover in 2018, however, 2019 has seen some stability return with the introduction of new strategies to engage with clients. We have spent the past 12 months trialling a reduction in the frequency of scheduled conferencing from once a fortnight to once a month and have found this has created a negative impact on clients. We have noticed that the increased gap between conferences has led to general confusion and aggression amongst clients when bringing up old matters. Conferencing more frequently on current matters has more influence on engagement and a better chance of achieving positive behavioural change.

Our collaboration with the school principal and staff, and the parents/carers of students has remained strong. Mossman State High School has welcomed a new Principal this year, Michelle Lyons, and although we have only met once, a successful yarn has initiated engagement to services in Mossman Gorge and begun a healthy relationship between community and the high school. We look forward to contributing further where we can.

Primary school attendance has continued to be steady for the students reported in the Mossman Gorge community figures with an overall attendance percentage in Term 1 2019 of 79.9 percent. The school attendance for the first term of 2019 was affected by the active monsoon trough which came through in late January causing flooding and preventing families returning home from their holidays. Absenteeism was further affected later in the term by Cyclone Trevor which brought heavy rainfall and flooding to the local area. Some parents kept their children home during the torrential downpour, reporting that the rain left their children too wet and muddy before they had even reached the bus stop.

LOCAL COMMISSIONERS' YEAR IN REVIEW



Last year our Commission office was moved to an alternative location to allow for the demolition of our old demountable office, and the construction of a new cul-de-sac. The new building has proven to have its own issues; a damaged roof made the building uninhabitable during the wet season. This meant we again were required to move our conference venue to another temporary location while the building was treated for mould. As at the time of writing our report, the roof is yet to be repaired. The wet weather and heavy rain continued after severe Tropical Cyclone Trevor and our scheduled March conference had to be cancelled and the clients rescheduled to a later date.

Mossman Gorge residents have endured ongoing major civil works again this year and have reported they are running out of patience, but looking forward to the completion of the project. The civil works include house renovations, roads, water, sewerage reticulation, stormwater drainage and service relocations. During this time some residents were unable to gain access to sections of roadway and others were unable to access their own driveways. Housing renovations incorporated three houses at a time being renovated, with residents having to relocate. This created some difficulty in locating our clients for the serving of conference notices. The majority of homes have now been completed and final discussions are taking place with the Department of Housing and Public Works in relation to long term leasing arrangements.

Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) and Mossman Gorge residents have been working toward establishing a more bilingual community that integrates Yalanji language in a variety of new projects such as street signage, a dance and story DVD, family histories and a special hymn book. BBNAC program Bama Brave Strong and Busy placed smiles on the faces of children and their families during the Easter school holiday program with many activities to keep the children entertained. Some of the highlights of the program were fishing and swimming at Port Douglas, attending a pop-up playgroup at the Rex Small Park and teaming up with the Mossman Youth Centre for a Family Fun Day at Lake Eacham. Forty-five youth, including youth from Mossman Gorge, also attended an Indigenous information session for entry into the Navy, Army or Air Force at the Mossman Youth Centre.

The Mossman Gorge Arts Centre Manager is a driving force behind a push to attract more artists to the Yalanji Arts Centre. Yalanji Arts is an Indigenous art centre open to all Mossman Gorge residents, people of Yalanji descent and Indigenous peoples residing in the Douglas Shire region. Yalanji Arts envisages an empowered, united, proud and sustainable community and provides employment and professional training and development to Indigenous art workers, and also supports and advocates for local artists. Since it's re-launch in March 2019, 11 artists have joined the arts centre, participating in various activities including a professional development painting workshop, a ceramic workshop and a screen printing for merchandise workshop. Artists are also working towards producing works for various regional and national art exhibitions.

Our vision for the future of Mossman Gorge is simple. We envision a community where respect for each other is valued; capacity building is present to support our mob toward improved social and emotional wellbeing; opportunities for employment exist in a variety of sectors; our children are attending school consistently and education is valued; there is no violence, loud music or parties; and our Bama people are happy.

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



LOCAL COMMISSIONERS' YEAR IN REVIEW

Doomadgee Commissioners' report

The last 12 months has been an eventful time for us here in Doomadgee. Primary school attendance for Term 3 (July to September 2018) was 50.2 percent, increasing to 60.3 percent for Term 1 2019. Maintaining good school attendance in Doomadgee remains a struggle which we are attempting to address every day. Several events affected attendance including the Mount Isa Mines Rodeo and the Gulf Country Frontier Days Festival at Gregory Downs (both in August). In addition, sorry business had a significant impact with the passing of Elders from a couple of larger family groups, the funerals for which were held in Mount Isa and Mornington Island. Additionally, a number of the funerals were postponed or delayed - in some cases for weeks after the passing of a family member or loved one. As a result, the time between non-attendance and re-engagement at school was, on occasion, a lengthy two to four-week period. Sorry business is however an important part of our identity as Indigenous people and we value our culture in mourning our family members who have passed. We believe that clear guidelines for the management of sorry business may assist us to maintain our cultural practices whilst also emphasising the importance of education.

Local community parties with loud music playing all hours of the night has also affected attendance with children being too tired to attend school the next day. Term 1 of 2019 was impacted by the disaster recovery payments received in community, even though there was very little severe weather experienced in Doomadgee. These payments resulted in an influx of alcohol into the community and an increase of domestic violence incidents, both of which contributed to the low school attendance. School staff conducted numerous home visits during school hours and after school to draw students back into the classroom.

As Local Commissioners we continually reinforce the importance of school attendance in the community and we will always do so as long as we remain Local Commissioners. We know that a good education is the only certainty to ensuring a good future for our children, and a good future for our community as a whole.

The first term of 2019 at the Doomadgee State School saw the commencement of a new Acting Principal, Beth Everill, and several new teachers. Beth has now been appointed as the Principal and has reintroduced monthly parent and community meetings and we, together with the parents and carers, consider this a positive move to creating a harmonious and constructive learning environment. Upgrades on the school grounds have been completed and are excellent. Our school environment is now very inviting with a water feature filling up during the wet season to provide the children with a seasonal playground. The design of the improvements of the grounds is innovative and much work has also gone into providing the children with breakfast and lunch options to enhance learning.

One pleasing result has been boarding school numbers which have stayed consistent, and interest remained high in families wanting to make applications for the 2019 school year. Our Local Coordinator has continued to play a pivotal role in supporting local families with the transition of their children to boarding school. Assistance has been provided with application paperwork, identification requirements, organising school interviews, the distribution of itineraries and transport to and from the airport. We are proud to say that there are now 41 Doomadgee students attending boarding schools. We believe that more effort should be spent on preparing children to leave community to further their education, and the preparation should commence from year 6 to ensure they are ready for boarding school. For our children

LOCAL COMMISSIONERS' YEAR IN REVIEW



to leave their families at such a tender age and live outside of our environment, it is a traumatic adjustment. Much more work needs to be done to prepare them scholastically and emotionally for this transition which is life changing. Transition support is offered by the school, but only offered for a nominated four hours per week. We believe it should be a full-time position.

Of great concern to us in the later part of this financial year has been that our Deputy Commissioner was not reappointed upon the expiry of his term on 31 December 2018. We were given no reason as to why his appointment was not renewed. We feel the Government has taken a family member away from us. Former Deputy Commissioner Rod Curtin was a support and mentor to us. There is no colour division in our community. We were told the Government wished to appoint an Indigenous Deputy Commissioner. For us, it is those who identify with us who become part of our community and the Deputy Commissioner was all that and more. In fact we adopted him as family. He understood our struggles and our hurt. He connected with our clients. We always looked forward to seeing him. It has been a great loss to us in Doomadgee.

We have been furthering our skills in applying income management in a positive way to encourage clients to prioritise their children's needs. Attitudes are difficult to change, but we adopt a softly-softly approach while offering support and reassurance that we understand the difficulties of being parents/carers. As at the end of the financial year we have 71 clients on Conditional Income Management (an increase of 22 on last year's figure), and one client on Voluntary Income Management.

The Youth Hub is transitioning into a flexi-school for primary and secondary disengaged students. We would dearly like to see some progress with these students and eagerly await news of initial outcomes achieved or challenges experienced.

Strengthening our relationship during the year with the police in Doomadgee has been a challenge for us. We don't feel the community really got to know them and we would like to see an improvement in the coming year with the commencement of the new Officer in Charge. We would like to erase any past negativity as we feel a good working relationship will strengthen our community to the advantage of both the police and the community.

Visits from the Department of Human Services (Centrelink) team are currently occurring for one week in every 10-week period. Staff at the Remote Jobs and Communities Programme in Doomadgee (My Pathways) have the view there are at least 100 community members eligible for welfare payments that are either not in receipt of any payment or are not receiving all their entitlements due to children not being registered with Centrelink for payment.

Other fly-in/fly-out service providers fall short in promoting their visits to community with many community members unaware of their impending arrival. Better information about the benefits of attending these services, programs and clinics would improve participation.

Existing services that we are able to refer our clients to for support are often failing in their obligation to engage these clients in a positive and constructive conversation to address their needs. We find there is a lack of information and openness concerning our clients, and we are left unsure as to what if any action has been taken to assist them.

We would like more triggers other than Education (school attendance and school enrolment related matters) and Child Safety and Welfare notices. In particular we would like to receive notices for tenancy violations and domestic violence incidents.



LOCAL COMMISSIONERS' YEAR IN REVIEW

On a positive note, every second Wednesday Commissioner Douglas' son, Elijah, conducts a community event with traditional dancing and songs at Riverside Park. This event attracts young and old community members and assists us with passing on our culture to the young ones. As reported in last year's report, the Police-Citizens Youth Club (PCYC) left community due to the loss of their leased premises. Elijah's events assist in providing a little entertainment for our children which is constructive in the absence of the PCYC.

Collaborative service provider meetings recommenced after an absence in the last quarter of 2018. These meetings promote the sharing of ideas to provide wraparound services that holistically support families within the community. Our Local Coordinator has worked with local service providers and DATSIP to ensure positive engagement with young people, including their participation in some after school programs and events.

We are sad to announce that we commenced 2019 without one of our colleagues. Commissioner Karen Jupiter transferred to Townsville in late 2018 for extended medical treatment. Unfortunately, this relocation may become a permanent situation and it has been at times challenging for the five of us remaining to maintain our energy, positivity and resilience with our reduced numbers and the uncertainty affecting our future roles. We need more Local Commissioners to bolster our strength in Doomadgee. Being a Local Commissioner is a very responsible position. We live and breathe our jobs during and outside of our work hours and we do this whilst juggling other paid positions. Some young blood to take over in the next few years would give us firmer foundations from which to continue building our influence in changing social norms.

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



Former Deputy Commissioner Curtin, then Doomadgee Local Coordinator Bryce Coxall with Doomadgee Commissioners Christopher Logan, Karen Jupiter, Kaylene O'Keefe, Eleanor Logan and Elaine Cairns

DEPUTY COMMISSIONER



DEPUTY COMMISSIONER RODNEY (ROD) CURTIN (APPOINTED JULY 2010 - 31 DECEMBER 2018)

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. His experience involved the conduct of circuits in the Cape York Peninsula and Torres Strait regions for more than 25 years.

Rod crossed paths with the Family Responsibilities Commission when he was appointed to the role of Deputy Commissioner in July 2010. He assisted Commissioner David Glasgow in performing the Commissioner's functions as required in the communities of Aurukun, Coen, Hope Vale and Mossman Gorge. His knowledge of the cultural and social issues of people within the communities of the Cape and Gulf was of great benefit to the Commission.

In 2015 Rod took on the responsibilities for the Commission's work in Doomadgee. Doing so meant fortnightly trips to Doomadgee, each leg of which (to and from) took most of a day in travel. He would then lead and mentor the Doomadgee Local Commissioners in their conferencing processes for three days before returning to Cairns and his family. The work was demanding with the required travel in a small plane in all seasons of the year, living out of a suitcase for a week, and without the support of his family.

Rod describes his work in Doomadgee as a defining experience. Four years of assisting the Doomadgee Local Commissioners led to close friendships. Local Commissioner Chris Logan stated:

"There is no colour division in our community... for us, it is those who identify with us who become part of our community and the Deputy Commissioner was all that and more. In fact we adopted him as family. He understood our struggles and our hurt. He connected with our clients. We always looked forward to seeing him. It has been a great loss to us in Doomadgee."

With Rod Curtin's guidance Commissioners Christopher Logan, Elaine Cairns, Karen Jupiter, Kaylene O'Keefe, Eleanor Logan and Guy Douglas, have made significant inroads into the work of Welfare Reform in Doomadgee. The best indicator of this has been the Local Commissioners' capacity to conduct conferences in their own right within a very short period of time.

Rod reports that one of his fondest memories was participating in local Doomadgee radio broadcasts with Sai Matainavora from Black Star Radio, promoting the importance of school attendance and transitioning to boarding school to enable further educational opportunities for the children of Doomadgee.

Rod's appointment as Deputy Commissioner ceased on 31 December 2018. As the Deputy Commissioner's appointment was not renewed by the Queensland Government, he did not get the opportunity to say his farewells to the Commissioners in Doomadgee and the other welfare reform communities. Commissioner Glasgow invited the former Deputy Commissioner as an honoured guest to the June Local Commissioner Development Week where he was able to personally greet all the Commissioners and make his official departure.

Rod's farewell to the Commissioners stated: *"I will be eternally grateful for the opportunity to share with and work with the Local Commissioners from all of the communities whose strength, dedication and tireless persistence in striving toward creating better communities and setting a wonderful example for the next generation has been inspirational."*

Rod Curtin has returned to his private practice where he is a passionate advocate for the advancement of programs to provide better resources and achieve better outcomes for Indigenous people who appear before the courts. His advocacy for Juvenile Justice issues and the rehabilitation of young offenders continues to be a paramount focus for him.



REGISTRAR'S YEAR IN REVIEW

From the desk of the Registrar

Operations

What started out as a trial on 1 July 2008 with a legislated end date of 31 December 2011, has now completed 11 years of operations. The Commission has grown from a raw and inexperienced statutory authority with a groundbreaking mandate in Welfare Reform, into an organisation which has significantly grown Indigenous authority and self-determination. It is a testament to the successes achieved in the first three and a-half years of the Commission, and the ongoing successes achieved thereafter, that we are still here today.

During the 2008-09 fiscal year the Commission received 1,890 within jurisdiction notices. In our 11th year we report having received 5,670 within jurisdiction notices. The majority of notices received were for School Attendance, followed by Magistrate Court, Domestic Violence Offences and then Child Safety and Welfare notices. Information regarding our performance during the year is located in Our performance – review of operations on page 52.

Dr Chris Sarra, Director-General, DATSIP visited Aurukun, Doomadgee, Hope Vale and Mossman Gorge to discuss Local Thriving Communities during the reporting period, but did not visit Coen due to sorry business and other commitments. Local Thriving Communities delivers the Government's response to the QPC report on its inquiry into service delivery in discrete Aboriginal and Torres Strait Islander communities. On 27 November the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships, the Honourable Jackie Trad MP, formally announced that the Commission, along with the welfare reform communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge, would be transitioning to the Queensland Government's Local Thriving Communities approach. What the transition will mean for the operations of the Commission is yet to be determined. The Commission is informed the Government will be implementing Local Thriving Communities across all 19 remote and discrete Aboriginal and Torres Strait Islander communities in co-design with communities.

Aside from the uncertain future which the Local Commissioners and staff continue to face, we are also looking to a change of leadership in the 2019-20 financial year with the upcoming retirement of Commissioner David Glasgow. We look forward to greeting the new FRC Commissioner who will lead us into the next chapter. Our responsibility is to assist in evolving the Commission based on the lessons we've learnt and to ensure the Local Commissioners are enabled to continue their empowering work in community.

Local Commissioners

The mood and activity in the last half of this year was very much influenced by the appointment and non-appointment of the Commissioner and Deputy Commissioner respectively. The appointment on a part-time basis of Commissioner David Glasgow affected his ability to visit and support all five FRC communities, particularly in light of his relocation to Townsville in 2018 and no further support available from a deputy. Local Commissioners are conducting conferences in their own right, however, they have reported missing the support and mentoring provided by both Commissioner Glasgow and former Deputy Commissioner Curtin. The uncertainty surrounding the future of the Commission and Welfare Reform has affected morale. The Local Commissioners' year in review reports provide the views of the Local Commissioners in more detail and I will let those reports speak for themselves.

REGISTRAR'S YEAR IN REVIEW



The Local Commissioners from each community remain hopeful that they can continue to work in partnership as community leaders with the State Government to create solutions and drive future reform agendas. They have expressed their view that the multi-dimensional disadvantage affecting their communities, and many other communities in Australia, requires a multi-faceted approach. The Local Commissioners believe that, amongst other strategies, addressing this disadvantage requires the powers they currently possess to empower and enable individuals to move forward. *"We do not say we do not need reform. We need to build upon the FRC model, not destroy it"*.

We are proud to acknowledge and celebrate the achievements of our Local Commissioners. This year two Local Commissioners were recognised and rewarded for their achievements. Aurukun Commissioner Ada Woolla was appointed to the Queensland First Children and Families Board. Her experience with the Commission in dealing with school attendance, domestic violence and child safety matters will stand her in good stead. Coen Commissioner Maureen Liddy received the Cook Shire Council Citizen of the Year award at the annual Australia Day celebrations conducted at the Cooktown Botanical Gardens.

Significant events

On 26 July by way of Executive Council Minute No. 312 the Governor in Council, under the FRC Act, approved Commissioner Glasgow's reappointment as Commissioner of the FRC from 1 August 2018 until 31 December 2018. Further, on 13 December 2018 the Governor in Council approved the reappointment of the FRC Commissioner on a part-time basis for the period 1 January 2019 to 30 June 2019. In order to allow for sufficient time to select and introduce a new FRC Commissioner upon Commissioner Glasgow's expected retirement, an additional reappointment period of two months was approved on 28 June 2019.

No reappointment was made by the Queensland Government for the Deputy Commissioner's role which ceased on 31 December 2018.

The following Local Commissioners were re-appointed for the period 1 January 2019 to 31 October 2019:

- Edgar Kerindun, Vera Koomeeta, Doris Poonkamelya, Dorothy Pootchemunka, Ada Woolla and Keri Tamwoy as Aurukun Commissioners
- Elaine Liddy, Maureen Liddy, Alison Liddy, May Kepple and Garry Port as Coen Commissioners
- Elaine Cairns, Guy Douglas, Karen Jupiter, Christopher Logan, Eleanor Logan and Kaylene O'Keefe as Doomadgee Commissioners
- Erica Deeral, Victor Gibson, Doreen Hart, Cheryl Cannon and Selina Bowen as Hope Vale Commissioners and
- Karen Gibson, Karen Shuan and Loretta Spratt as Mossman Gorge Commissioners.

The Queensland budget was tabled in State Parliament on Tuesday, 11 June 2019. In that budget the Queensland Government announced its commitment to continue funding for the Commission for the 2019-20 financial year.



REGISTRAR'S YEAR IN REVIEW

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 other incentives. Each year the Local Commissioners present the awards to provide positive recognition and support for those students (and their families) who regularly attend school, to provide an incentive for those students who wish to improve their school attendance and to reiterate the importance of education in achieving a dream, and better life for the future.

The extension of CYIM (in June 2017) to 30 June 2019 included an agreement between the then Australian Government Minister for Human Services the Honourable Alan Tudge MP and the opposition to undertake a review of CYIM. The Strategic Review of Cape York Income Management Final Report dated November 2018 was released in December 2018. The review provided an analysis of the data (qualitative and quantitative), assessed the strengths and weaknesses of the model, and informed how it could be used in the future, subject to a review of CYWR. During the drafting of the report Commission staff and Local Commissioners liaised with both DSS and QUT to inform this review. The Executive Summary of the review determined that the manner in which CYIM is delivered through the FRC Commissioners was the *"key driving factor for any successes that can be attributed to it"*, and that the model was not only delivered in a more culturally appropriate manner for Indigenous Australians, but could be tailored to an individual's personal circumstances, unlike other income management models; *"This delivery mechanism could provide useful lessons for future Cape York models, as well as other Australian models"*. The qualitative data was indicative of a *"largely positive view"*, and although community level data showed mixed results, the leadership shown by the FRC Commissioners in delivering CYIM decisions, and their ability to be flexible in their approach *"promotes the restoration and rebuilding of Indigenous authority"*, the primary objective of the FRC Act. Importantly, while some data indicated mixed results, the analysis of FRC clients in particular showed that whilst the use of CYIM did not necessarily eliminate further breaches, it did extend the time between breach notifications.

CYIM is only one of the tools available to the Commissioners in restoring social responsibility in their communities. CYIM is used in a targeted approach, mostly as a last resort, and thus only a small percentage of clients are subject to a CYIM order. Of primary importance to the Commissioners is their ability to link FRC clients with support services and CYIM does play a vital role in incentivising FRC clients to make the necessary changes in their lives for the benefit of their families and the community, whilst also ensuring that the basic needs of children are met.

Staffing

I would like to extend my appreciation to the staff and thank them for sharing their professionalism with me throughout the year. Individually they have crafted their contributions to the Commission in such a way as to add enormous value. Each one of them foster a sense of ownership and responsibility to the Commission which has assisted the Commission to perform at its best. To those Local Coordinators who live remotely in the performance of their functions, by necessity you become part of your communities, and to perform your functions well, you must be accepted by your communities. Each has made a contribution to both their communities and the Commission.

REGISTRAR'S YEAR IN REVIEW



Commissioner David Glasgow's significant contribution as the Commission's Chief Executive Officer (CEO) is well known. He has led us since 2008 with very few dull moments and is now celebrating the end of an exceptional career that has achieved many goals. He has given the Commission and all of us working within it direction, guidance and inspiration. None of us expected to be here 11 years down the track, so how lucky we are to have worked with the best. I speak for all of us when I say working with him has been a privilege.

Former Deputy Commissioner Curtin's appointment ended with the Commission on 31 December 2018. He is missed by Commission staff and all the Local Commissioners who voiced their appreciation of his efforts since 2010 at the Local Commissioner Development Week held in June 2019. His support for my role of Registrar has been very much valued and appreciated, as was his specific leadership role with the Doomadgee Commissioners. The Deputy Commissioner's mentoring of each of them has assisted them to become what they are today – leaders of their community.

Maxine McLeod **Registrar**



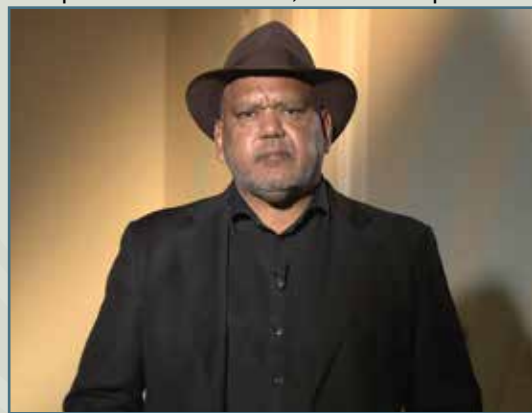
Commissioner Glasgow with the registry staff



LOCAL COMMISSIONER DEVELOPMENT WEEK

The uncertainty over the future of the Commission, and the anticipated appointment of a successor for Commissioner Glasgow's position led to a decision to hold the annual Local Commissioner Development Week later in 2019, in the hope that some clarity around the future would have been available to relay to the Local Commissioners. As it happened, the gathering was timely as it was during this week that the Queensland Government tabled the 2019-20 budget and the Commission Registrar, Maxine McLeod, was able to announce to the Commissioners that it included a commitment to continue funding the FRC for a further year to 30 June 2020.

Noel Pearson, Founder of CYP, was officially invited to open the conference, but due to personal commitments was unable to attend. In Mr Pearson's absence, CYP's Chief Executive Officer, Fiona Jose, welcomed the Commissioners and presented a 30-minute pre-recorded video by Noel Pearson. It is no exaggeration to state that the Commissioners were enthralled by his address which was both powerful and emotional. The room remained silent as Noel commended the Commissioners for taking responsibility for self-determination in their communities and encouraged them to continue to build on the successes of the previous decade.



Noel Pearson's pre-recorded address

"The greatest asset and the greatest strength that any individual or community or family can have – the greatest strength is self-reliance and responsibility. You want to talk about assets, you want to talk about working with people's strengths – start with their own responsibility. It is the greatest power. You want to lift a family out of misery - out of poverty? Then work with their responsibility..... You look all over the world – you look in the mainstream – you look in the third world. You look in societies that are strong and prosperous – you see people taking responsibility. It is the greatest, and sometimes it is the only asset that poor people have. But you can build great things with that asset."

Noel Pearson

Much of the first day of the Development Week was taken up with necessary discourse in relation to the past, present and future of Welfare Reform and the FRC. Representatives from DATSIP, CYP representing the Institute and DPMC delivered presentations on policy, future direction and the implementation of the Queensland Government Local Thriving Communities model.

One of the most critical issues affecting Aboriginal people in recent years is the rate of suicide and self-harm, particularly among children and youth. In early June *The Australian* reported that 79 Indigenous people had committed suicide this year, 20 of them children. Described as an *"unspeakable tragedy"* by the Royal Australasian College of Physicians, it seemed fitting that a proportion of the week dedicated to the personal and professional development of Local Commissioners as community leaders be committed to providing training in suicide intervention and prevention. Registered trainers from LivingWorks Australia conducted a safeTALK workshop designed to teach participants how to provide practical help to people with thoughts of suicide and contribute to building suicide-safer communities. A further presentation informed

LOCAL COMMISSIONER DEVELOPMENT WEEK



the Commissioners about a pilot Indigenous Network Suicide Intervention Training (INSIST) program developed by researchers at the University of Queensland Rural Clinical School.

Lloyd Biehler, a Pastor and Police Liaison Officer since 2003 spoke of his work helping Cape York community members who have become itinerant in Cairns to return to their homelands. The Return to Country program assists homeless individuals with referrals to alcohol rehabilitation facilities, the provision of clothing and hygiene packs, booking subsidised flights, transport to the airport and liaison with Community Justice groups around parole requirements and permission to return.

On a lighter and more positive note the Commissioners enjoyed a visit to and tour of the new AFL Cape York Girls House at Redlynch. Scenically located between sugar cane fields and mountains, the facility was opened in early 2019 and provides boarding for up to 40 young girls from Cape communities in a culturally appropriate, safe and secure residential environment. The Commissioners were very impressed and looked forward to sharing the message of the opportunities available at Cape York Girls House with the young women back in their communities.



AFL Cape York Girls House

Apunipima Cape York Health Council CEO Paul Stephenson gave a comprehensive presentation on the history and more recent expansion of the organisation. Paul outlined the transition to a model of care that combined social, emotional and spiritual wellbeing with primary health care. Paul acknowledged the past decade of hard work and challenges faced by the Commissioners, describing the FRC as one of the best examples of self-determination he had seen in many years working in health in Cape York, the Torres Strait, west to Mt Isa and the Gulf and Darwin.

"I have been an advocate of what I consider to be one of the best examples of self-determination – this Family Responsibilities Commission – it is community driven."

Paul Stephenson

There was a sad note to the conclusion of the 2019 Development Week. Former Deputy Commissioner Rod Curtin said his farewells to the Commissioners with whom he had worked so closely for eight and a half years. Further, the 2019 Local Commissioner Development Week was also to be the last for Commissioner Glasgow as his retirement date nears. Local Commissioners and dignitaries present at the conference acknowledged Commissioner Glasgow's highly esteemed leadership of the FRC both in the Cairns Registry and in the communities. He will be sorely missed by staff and Commissioners alike.



OUR PERFORMANCE — REVIEW OF OPERATIONS

Operational highlights

The following report details our performance for the period 1 July 2018 to 30 June 2019.

The challenges presented by the uncertainty surrounding the future of the Commission referred to in the 2017-18 annual report continued to impact operations into the 2018-19 year. Despite this, Commissioners and staff continued to steadfastly perform their duties, demonstrating their unwavering commitment to supporting Welfare Reform and the principles of the FRC Act.

Building on the success of the previous year the Local Commissioners continued to take the lead in conferences conducting 96.9 percent of conferences without the presence of either Commissioner Glasgow or, prior to 31 December 2018, Deputy Commissioner Curtin. The steady increase in the number of conferences conducted independently is evidence of the Local Commissioners achieving one of the primary objects of the FRC Act – the restoration of local Indigenous authority.

The Commission's ongoing commitment to the process of continual improvement and increased efficiency in administrative processes has seen the Registry staff consistently manage a steady workload despite fluctuations in staffing levels due to various factors, including extended sick leave and employee separation. The somewhat challenging conditions have, however, provided an opportunity for staff of the Commission to develop their skills and resilience. Currently operating short of its full-time equivalent (FTE) quota, the team have taken up opportunities to work across different roles in the office and to travel to communities to support Local Commissioners. The Registry team and Local Coordinators have been able to focus on in-house process improvements, contributing to policy development and strengthening networks.

Local Coordinators continue to manage the Commission's day to day operations on the ground in the communities. Coordinators in each of the FRC communities provide assistance, support and encouragement to Local Commissioners, community members, FRC clients, government and non-government agencies and other stakeholders, often above and beyond the duties required of the role. These activities have included assisting students to apply for and attend boarding school, playing a key role in interagency groups solving community and family issues, and organising and participating in community events.

One of the key performance measures used by the Commission to identify workload and operating results is the percentage of conferences attended by clients. This reporting period has seen a decrease in the number of conferences attended from 66.0 to 60.6 percent. Of the non-attendances at conference, 27.6 percent were explained. As noted by the Local Commissioners in their community reports Cyclone Ann, Cyclone Trevor and heavy rain and flooding had a significant impact on attendance numbers. The Commissioners also believe that the impact of ambiguity around the future of Commission operations has led to the perception among community members that the FRC is closing. The Local Commissioners, Local Coordinators and Registry staff are committed to increasing this attendance going forward. Commissioners and Local Coordinators have increased their efforts to go out in community on conference days and encourage clients to attend, and Doomadgee and Hope Vale conference days have been moved so as not to clash with court sittings. The promise of a clear future direction would go a long way to arresting what Local Commissioners identify as the first sign of erosion of their local authority built up over the previous decade.

OUR PERFORMANCE — REVIEW OF OPERATIONS



Overall, the number of CIM orders issued was consistent with previous years. The news in April 2019 that CYIM would be extended until June 2020 provided some certainty for Local Commissioners and 88 CIM orders were issued in the last quarter of the year, many to those clients who were not attending conference.

School attendance rate for 2015-2019 term 2

School Attendance Data	Term 2 2015	Revised Term 2 2016	Term 2 2017	Term 2 2018	Term 2 2019
Aurukun - Overall ³	57.5%	43.5%	52.5%	53.6%	37.9%
Aurukun community – Primary ²	57.5%	43.5%	58.1%	60.0%	43.1%
Aurukun community – Secondary ¹	-	-	32.7%	35.1%	25.2%
Coen ⁴	88.7%	89.2%	86.8%	89.8%	88.6%
Doomadgee - Overall	55.9%	49.6%	56.1%	58.6%	54.9%
Doomadgee Primary	58.9%	54.9%	59.5%	61.4%	57.4%
Doomadgee Secondary	46.2%	35.6%	46.0%	47.7%	47.9%
Hope Vale Campus of CYAAA	83.3%	76.7%	75.3%	81.0%	79.4%
Mossman Gorge community ^{4,5}	67.2%	72.4%	63.8%	77.8%	67.9%
Mossman Gorge Primary	90.2%	83.2%	72.4%	82.5%	70.6%
Mossman Gorge Secondary	52.1%	36.2%	56.6%	59.7%	54.4%

Official school attendance data published for term 2 2019 by DoE for selected Aboriginal and Torres Strait Islander communities (combined, primary and secondary) showed that of 53 statistical attendance rates, only 13 showed improvement from the 2018 term 2 statistics. Considerable occurrences of sorry business have had a significant impact on school attendance in Doomadgee and Aurukun and have provided a great challenge for Commissioners, school administrators and educators.

1. DET closed the Alternative Secondary Pathway program at the Aurukun secondary campus (facilitated by Western Cape College) on 1 January 2015. The Aurukun campus of CYAAA commenced a secondary year level program from August 2016.

2. 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.

3. From 21 November 2016 Aurukun State School was re-established as a stand-alone school.

4. 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.

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



OUR PERFORMANCE — REVIEW OF OPERATIONS

Performance statement

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

Performance measures	2017-2018 actual result	2018-2019 actual result
Percentage of conferences conducted independently by Local Commissioners	72.2%	96.9%
Percentage of CIM clients who have had CIM orders revoked or reduced	34.5%	34.2%
Percentage of conferences attended	66.0%	60.6%

Notices within jurisdiction

From 1 July 2018 to 30 June 2019, the Commission received a total of 8,031 agency notices of which 5,670 were in jurisdiction, comprising:

Table 3: In jurisdiction notices by type and community 1 July 2018 to 30 June 2019.

Type of Notice	AU	CO	DM ⁶	HV	MG	Total
Supreme Court	0	0	-	0	0	0
District Court	13	1	-	10	0	24
Magistrates Court	1,019	68	-	276	83	1,446
Domestic Violence Breach	51	14	-	37	9	111
Domestic Violence Order	106	20	-	73	19	218
School Attendance	1,252	101	1,572	661	80	3,666
School Enrolment	6	1	5	1	2	15
Child Safety and Welfare	93	12	8	58	6	177
Housing Tenancy	0	0	-	4	9	13
Total	2,540	217	1,585	1,120	208	5,670

6. Agency notices for the community of Doomadgee are presently received from the Department of Education and the Department of Child Safety, Youth and Women only.

Aurukun accounted for 44.80 percent of the total notices that were in jurisdiction, Doomadgee accounted for 27.95 percent, Hope Vale accounted for 19.75 percent, Coen accounted for 3.83 percent and Mossman Gorge accounted for 3.67 percent.

OUR PERFORMANCE — REVIEW OF OPERATIONS



Table 4: In jurisdiction notices by type and quarter 1 July 2018 to 30 June 2019.

Type of Notice	Qtr 41	Qtr 42	Qtr 43	Qtr 44	Total
Supreme Court	0	0	0	0	0
District Court	4	1	7	12	24
Magistrates Court	417	404	379	246	1,446
Domestic Violence Breach	42	21	34	14	111
Domestic Violence Order	48	52	46	72	218
School Attendance	961	901	813	991	3,666
School Enrolment	8	5	0	2	15
Child Safety and Welfare	48	37	34	58	177
Housing Tenancy	4	4	0	5	13
Total	1,532	1,425	1,313	1,400	5,670

Table 5: In jurisdiction notices by community and quarter 1 July 2018 to 30 June 2019.

Community	Qtr 41	Qtr 42	Qtr 43	Qtr 44	Total
Aurukun	669	628	622	621	2,540
Coen	79	69	34	35	217
Doomadgee	432	395	369	389	1,585
Hope Vale	297	268	243	312	1,120
Mossman Gorge	55	65	45	43	208
Total	1,532	1,425	1,313	1,400	5,670

Notices not within jurisdiction

The Commission also received 2,361 notices which were not within jurisdiction, comprising:

Table 6: Not within jurisdiction notices by type and community 1 July 2018 to 30 June 2019.

Type of Notice	AU	CO	DM ⁷	HV	MG	Total
Supreme Court	0	0	-	0	0	0
District Court	0	0	-	14	0	14
Magistrates Court	681	17	-	371	373	1,442
Domestic Violence Breach	38	0	-	29	21	88
Domestic Violence Order	10	5	-	84	64	163
School Attendance	117	37	399	69	7	629
School Enrolment	0	0	1	0	0	1
Child Safety and Welfare	11	0	5	5	2	23
Housing Tenancy	0	1	-	0	0	1
Total	857	60	405	572	467	2,361

7. Agency notices for the community of Doomadgee are presently received from the Department of Education and the Department of Child Safety, Youth and Women only.



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Notices overview

The total number of in jurisdiction notices increased slightly from 5,588 in the 2017-18 year to 5,670 in the current reporting period.

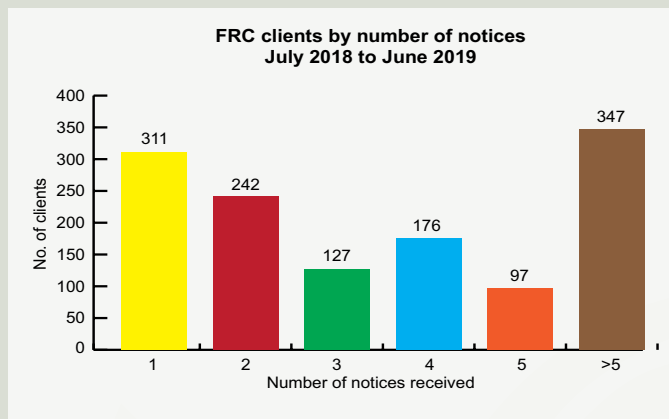
There was a marked decrease in the overall number of District Court notices received, dropping from 95 in the 2017-18 year to 24 in 2018-19, a decrease of 74.7 percent. For the same period there was an increase in Magistrates Court notices from 1,344 in 2017-18 to 1,446 in 2018-19. It should be noted that the number of court notices received fluctuated at different times and between communities. Enquiries with the Queensland Police Service (QPS) have attributed the fluctuation to variation in QPS staffing levels, particularly in Aurukun and Hope Vale, which recorded decreases of 31 and 29 District Court notices respectively from the previous year. It was also reported that more guilty pleas in the Magistrates Court may have affected the number of matters being referred to the District Court. Hope Vale Police also reported positive engagement with community youth had reduced juvenile offending for most of the year, however offending could often be affected by the presence or absence of particular individuals. The increase in the number of Magistrates Court notices can possibly be attributed to the impact of disaster relief payments resulting in an increase in alcohol related offences in some communities.

The number of School Attendance notices received increased in the 2018-19 year, while Housing Tenancy notices, School Enrolment notices and Child Safety and Welfare notices were all down on the previous year. The total number of Housing Tenancy notices decreased by 45.8 percent. School Enrolment notices decreased by 31.8 percent, and Child Safety and Welfare notices were down 15.7 percent. While the percentage decrease in notices seems significant, they represent a reduction in the number of notices that is not unusual from year to year. For example, the decrease of 31.8 percent for School Enrolment notices only related to a reduction of 7 notices. DHPW attribute the reduction of 11 Housing Tenancy notices to work teams negotiating with customers to resolve matters prior to the issue of breaches. Most notable was the 83.0 percent decline in Child Safety and Welfare notices received for Doomadgee. Enquiries with DCSYW, and DoE (for School Enrolment notices) and their subsequent investigations, revealed that some notices which should have been sent to the FRC may have been overlooked due in part to administrative issues and changes in staffing. A reminder to those agencies of the legislative requirements under the FRC Act and the need to implement more robust communication practices will mitigate the risk of this situation being repeated.

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From 1 July 2018 to 30 June 2019, 26.7 percent of the Commission's clients who received a notice in the financial year received more than five notices.



Graph 1: FRC clients by number of notices
1 July 2018 to 30 June 2019.

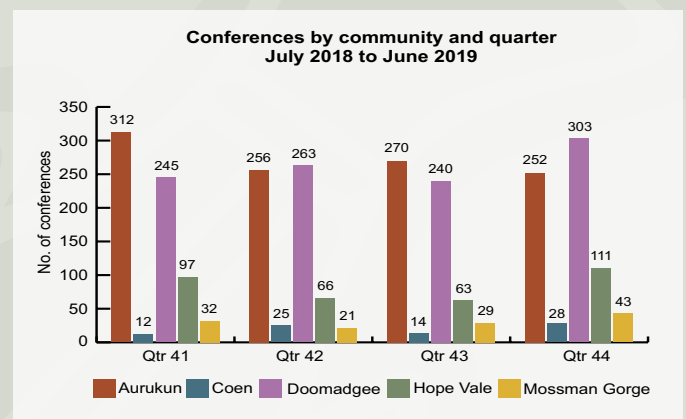
Note: Agency notices are counted on the basis of the number of persons named on the notice. For example a Child Safety and Welfare notice relating to two parents is counted as two notices and if three children from one family have an unexplained absence on one day, it is counted as three individual notices.

Table 7: Court locations for in jurisdiction DVB and DVO notices 1 July 2018 to 30 June 2019.

Court Location	Number of DVB notices	Number of DVO notices	Total
Aurukun	42	96	138
Cairns	8	14	22
Coen	12	16	28
Cooktown	36	69	105
Kowanyama	0	1	1
Mareeba	0	1	1
Mossman	9	15	24
Murgon	0	1	1
Sandgate	0	1	1
Townsville	0	2	2
Weipa	4	2	6
Total	111	218	329

Conferences

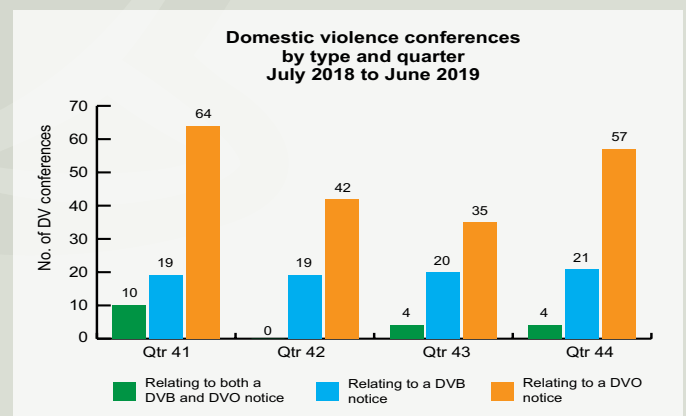
From 1 July 2018 to 30 June 2019 a total of 2,682 conferences were held with 60.6 percent of conferences attended by clients. Of those conferences not attended 27.6 percent were for explained (acceptable) reasons. Conferences during the financial year resulted in 20 FRAs being entered into, 70 orders made to attend community support services and 233 CIM orders issued.



Graph 2: Conferences by community and quarter
1 July 2018 to 30 June 2019.

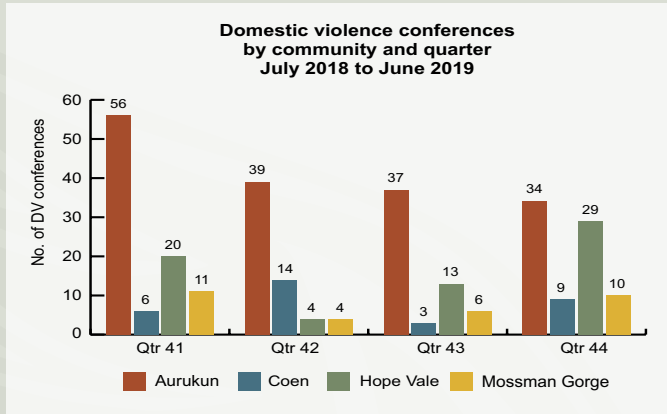
Conferences for domestic violence related matters

As a subset of the total number of conferences conducted for the financial year a total of 295 conferences were held in relation to domestic violence related matters.



Graph 3: Domestic violence conferences by type and quarter
1 July 2018 to 30 June 2019.

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Graph 4: Domestic violence conferences by community and quarter 1 July 2018 to 30 June 2019.

Table 8: Number of conferences held in relation to domestic violence notices (breaches and orders) per community 1 July 2018 to 30 June 2019.

Number of DV conferences	AU	CO	HV	MG	Total
Relating to both a DVB and a DVO notice	9	0	6	3	18
Relating to a DVB notice	38	15	17	9	79
Relation to a DVO notice	119	17	43	19	198
Total	166	32	66	31	295

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 2018 to 30 June 2019, 81 referrals inclusive of orders to attend support services and family responsibility agreements for 73 clients were made to service providers.

This number of referrals to service providers represents an overall 33.6 percent decrease from the previous reporting period. Referrals to support services increased in Coen and remained consistent in Mossman Gorge and Doomadgee. Aurukun recorded a decrease of 79.5 percent from the 2017-18 financial year while Hope Vale was down by 75.0 percent.

Local Commissioners report being reluctant to refer clients to support services for several reasons. Again, the absence of information regarding the continuation of the Commission has had a major impact, with the value of a case plan referral significantly undermined by the perception amongst clients and service providers that the FRC was closing. New referrals to parenting programs were suspended during the period of transition of the service from CYP to Aboriginal and Torres Strait Islander Family Wellbeing Services (FWS) administered by DCSYW. Referrals to Apunipima Cape York Health Council were affected by staff shortages, management changes and other operational challenges.

Importantly, some key service providers have not provided client progress reports for much of the year. The absence of client progress reports hampers the ability of Local Commissioners to hold clients to account, and leaves Local Commissioners lacking confidence in the levels of service being provided to referred clients.

Where it is perceived that adequate levels of service are not being provided, Local Commissioners tend to employ alternative strategies to provide clients with the support they need. These strategies include seeking outside referrals to other agencies that are not specifically funded to service FRC clients, or obliged to report back to the FRC, and regularly rescheduling clients for conference as an informal way to check progress and case-manage clients.

Local Commissioners also continue to use strategies such as aligning school attendance goals with changes to income management percentage rather than putting clients on a case plan.

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CYP ceased providing parenting services in Cape York as at 30 March 2019. The organisations funded to continue to meet the parenting program requirements are RAATSICC in Aurukun, Gungarde Community Centre Aboriginal Corporation in Hope Vale and Coen, and Mulungu Aboriginal Corporation who are servicing Mossman Gorge. Hope Vale Commissioners initially expressed concern that their service is located in Cooktown, however, were reassured by the advice that the service provider will be visiting the community on a regular basis.

The Commission has now set up referral and reporting pathways with Gungarde, Mulungu and RAATSICC, and along with the Local Commissioners, will continue to work towards achieving positive outcomes for FRC clients and their children.

Table 9: FRC referral pathways by referral type and quarter 1 July 2018 to 30 June 2019.

Referral Type	Qtr 41	Qtr 42	Qtr 43	Qtr 44
MPower	3	3	1	0
WBC - Apunipima	9	8	3	19
WBC - NWRH	3	3	2	2
School Attendance Officer	0	0	1	6
Strong Families - Parenting Program	1	0	0	0
RAATSIC – (FWS) - Parenting Program	0	0	0	4
Gungarde (FWS) - Parenting Program	0	0	0	0
Mulungu (FWS) - Parenting Program	0	0	0	1
QLD Health	1	0	0	1
Save the Children	7	2	1	0
Total	24	16	8	33

Referrals for domestic violence related matters

As a subset of the total number of referrals in the financial year 17 referrals were made in relation to domestic violence matters.

Table 10: Number of referrals made in relation to domestic violence notices (breaches and orders) per community 1 July 2018 to 30 June 2019.

Notice Type	Community	Referral	Provider Total
DVB	Coen	WBC	7
	Mossman Gorge	WBC	1
	DVB Total		8
DVO	Coen	MPower	1
	Coen	WBC	3
	Hope Vale	WBC	2
	Mossman Gorge	MPower	1
	Mossman Gorge	WBC	2
	DVO Total		9
Grand Total			17

Table 11: Domestic violence referral pathways by referral type and quarter 1 July 2018 to 30 June 2019.

Referral Type	Qtr 41	Qtr 42	Qtr 43	Qtr 44
MPower	1	1	0	0
WBC - Apunipima	4	5	0	6
QLD Health	0	0	0	0
RAATSIC – (FWS) - Parenting Program	0	0	0	0
Gungarde (FWS) - Parenting Program	0	0	0	0
Mulungu (FWS) - Parenting Program	0	0	0	0
Total	5	6	0	6



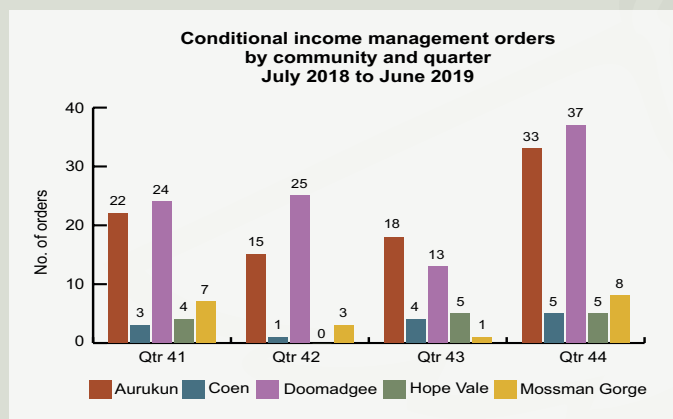
OUR PERFORMANCE — REVIEW OF OPERATIONS

Conditional income management

In this reporting period 233 CIM orders were issued to 176 clients which as at 30 June 2019 equates to 7.3 percent of Commission 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 and to encourage consistency in school attendance. As noted, Commissioners have recently issued CIM orders to a number of clients who have consistently missed conference without an acceptable excuse. Aurukun Commissioners issued 33 CIM orders, Doomadgee issued 37, Mossman Gorge 8 and Coen and Hope Vale 5 CIM orders in the last quarter of the year.

Table 12: Number of times a client has been placed on CIM per community 1 July 2008 to 30 June 2019.

No of CIMs	CIM'd only once	CIM'd 2-5 times	CIM'd 6-10 times	CIM'd 11+ times	Total
AU	143	211	57	16	427
CO	29	30	0	0	59
DM	42	77	0	0	119
HV	89	110	14	0	213
MG	32	33	20	2	87
Total	335	461	91	18	905



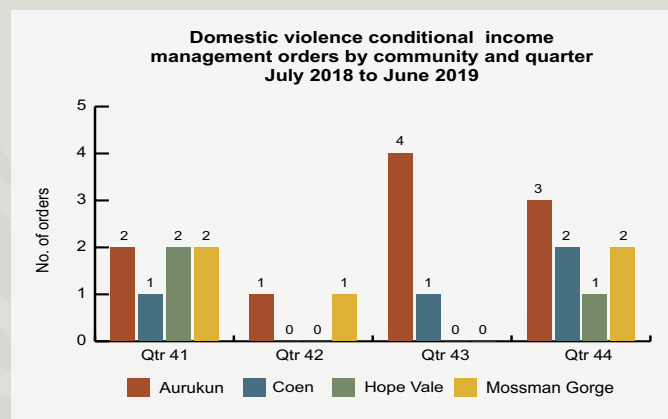
Graph 5: Conditional income management orders by community and quarter 1 July 2018 to 30 June 2019.

As at 30 June 2019, 37.4 percent of the Commission's clients have been subject to CIM over the past 11 years.

As at 30 June 2019 there were 140 clients subject to a current CIM order which equates to 5.8 percent of clients on a CIM order at that point in time. It should be noted in table 12 that Doomadgee Commissioners only had the ability to issue CIM orders from April 2016.

Conditional income management for domestic violence related matters

As a subset of the total number of CIM orders in the financial year 22 CIM orders were made in relation to domestic violence matters.



Graph 6: Domestic violence conditional income management orders by community and quarter 1 July 2018 to 30 June 2019.

Voluntary income management

The Commission processed 20 VIM agreements during this reporting period. VIM provides a practical option for all welfare reform community members to help manage their finances. The Commission has renewed its focus on raising awareness about Voluntary Income Management within communities.

Case management monitoring

As at 30 June 2019, 73 clients were being case-managed through active case plans pertaining to referrals.

As noted, the Commission has not been receiving client progress reports from some key support services. Whilst it is acknowledged that service providers have competing priorities with respect to their reporting obligations, the lack of information about client progress available to Commissioners impedes the effectiveness of case plan referrals.

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Show cause notices

From 1 July 2018 to 30 June 2019, 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 a CIM 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. Although the show cause process remains available as a tool for Local Commissioners, the increase of the maximum rate for income management in 2014 to 90 percent has effectively superseded the show cause process.

Amend or end applications

The FRC Act allows 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.

Whether the outcome was successful depends on what the client requested. Sixty-three percent of the applications received this year were granted. Thirty-five applications resulted in the revocation of income management agreements and orders.

Applications to amend or end voluntary income management are heard in the conference setting, unless the client indicates to the Commission 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 attendance and to incentivise overall behaviour change.

From 1 July 2018 to 30 June 2019 a total of 56 applications to amend or end an agreement or order were received.

The applications resulted in 35 applications being granted, 8 applications resulting in a revised order or agreement, 11 applications being refused, and 2 applications were received at the end of the financial year with decisions pending.

Granted applications:

- 35 income management agreements and orders revoked.

Applications with a revised order or agreement:

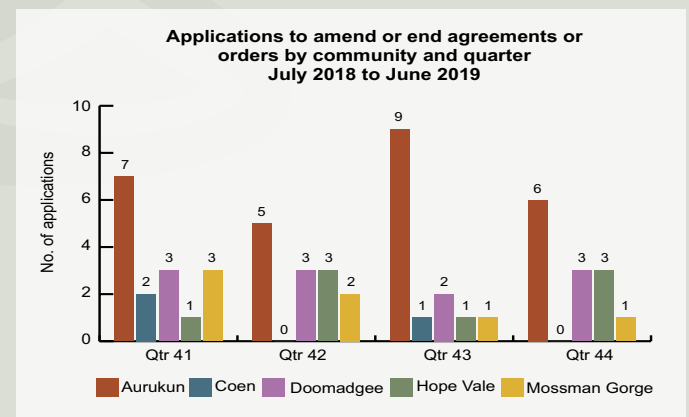
- 2 CIM orders at 90 percent revoked and clients placed on a new CIM order at 60 percent for a period of 12 months
- 3 CIM orders at 90 percent revoked and clients placed on a new CIM order at 75 percent for a period of 12 months
- 1 CIM order at 75 percent revoked and client placed on a new CIM order at 60 percent for a period of 12 months
- 1 CIM order at 75 percent revoked and client placed on a new CIM order at 60 percent for a period of 9 months
- 1 CIM order percentage reduced from 75 to 60 percent for the remainder of the original income management order.

Refused applications:

- 11 applications refused.

Pending applications:

- 2 applications were received at the end of the financial year with decisions pending.



Graph 7: Applications to amend or end agreements or orders by community and quarter 1 July 2018 to 30 June 2019.

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 2018-19 financial statements covering all aspects of the Commission's activities commences on page 82. These statements include explanatory notes and comparative figures for 2017-18.

Internal audits are performed by the Executive Officer (Finance) 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 2018-19 was a deficit of \$183,015. As at 30 June a Memorandum of Understanding between the Queensland and Australian Governments is still under negotiation in regard to Australian Government funding offered for a three year term from January 2019.

Summarised statement of comprehensive income

Summary Statement	30 Jun 2019 \$000	30 Jun 2018 \$000
Income	3,334	3,991
Less: expenses	3,517	3,811
Operating result for financial year – (deficit)/surplus	(183)	180

Income

The increase in State Government funding is due to the return of surplus funds of \$165,000 in 2017-18 together with a Consumer Price Index increase in 2018-19. The Australian Government provided funding only for the period July 2018 to December 2018 therefore a reduction on the prior year. The increase in other revenue is primarily due to the recoupment by the Commission of prior year expenditure of \$15,000 and an increase in interest received.

Income by type	30 Jun 2019 \$000	30 Jun 2018 \$000
State Government funding	1,744	1,522
Australian Government funding	900	1,800
Doomadgee funding - (QLD State)	626	626
Other revenue	64	43
Total	3,334	3,991

Expenses

Expenses by type	30 Jun 2019 \$000	30 Jun 2018 \$000
Employee expenses	2,586	2,716
Supplies and services	877	959
Depreciation and amortisation	14	96
Other expenses	40	40
Total	3,517	3,811

In anticipation of reduced funding for the financial year and to minimise the potential deficit, various measures were implemented including:

- process efficiencies
- extension of motor vehicle leases due to be renewed
- delaying ICT infrastructure upgrades (overdue)
- reduced staff training
- reduced staff travel to the communities (including by the FRC Commissioner)
- rationalisation of communication costs.

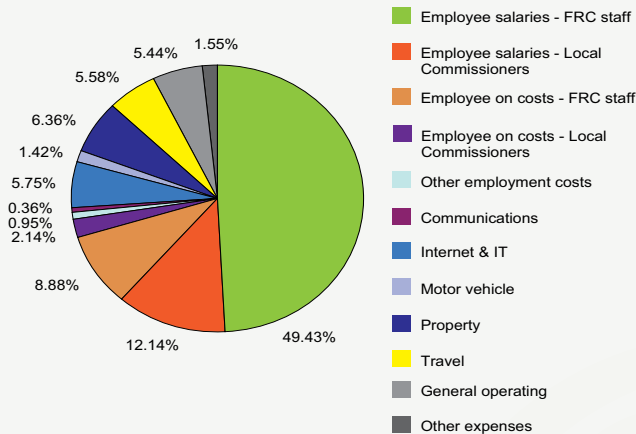
In addition, employee expenses decreased due to cancellations in scheduled conferencing in some communities, vacancies carried and the Deputy Commissioner appointment ending in December 2018.

Supplies and services costs also reduced due specifically to a reduction in consultancy engagements and temporary staff engagements. Depreciation and amortisation expenditure decreased as the Commission's Customer Relationship Management software was fully amortised in 2017-18.

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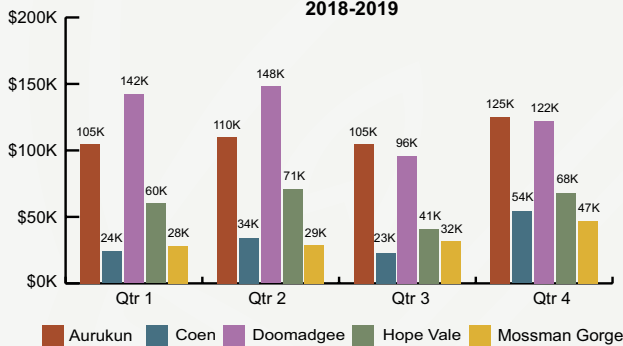
Total operating costs by category 2018-2019



Graph 8: Expenses by category and percentage of total expenditure 1 July 2018 to 30 June 2019.

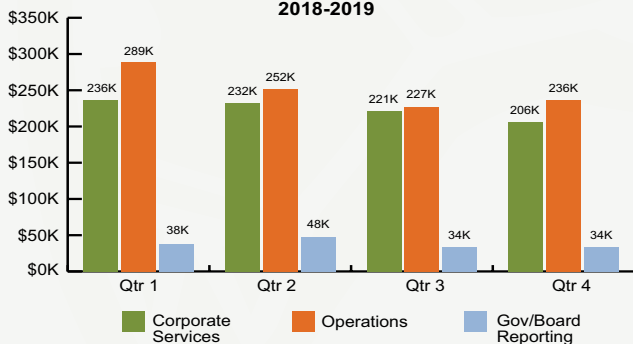
Remote location and Cairns registry expenditure

Quarterly operating costs by remote location 2018-2019



Graph 9: Quarterly operating costs by remote location 1 July 2018 to 30 June 2019.

Quarterly operating costs - Cairns registry 2018-2019



Graph 10: Quarterly operating costs, Cairns registry 1 July 2018 to 30 June 2019.

Statement of financial position

Total assets at 30 June 2019 consisted of current assets of cash, prepayments and receivables in addition to non-current plant and equipment.

Total liabilities as at 30 June 2019 consisted of payables and accrued employee benefits.

Statement of financial position	30 Jun 2019 \$000	30 Jun 2018 \$000
Current assets	1,747	1,900
Non-current assets	16	8
Total assets	1,763	1,908
Current liabilities	334	296
Total liabilities	334	296
Net assets	1,429	1,612
Total equity	1,429	1,612

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 2019 \$000	30 Jun 2018 \$000
Operating activities	(144)	270
Investing activities	(22)	(44)
Net (decrease)/increase in cash held	(166)	226
Cash at beginning of financial year	1,861	1,635
Cash at end of financial year	1,695	1,861



INCOME MANAGEMENT MODELS

INCOME MANAGEMENT IN CAPE YORK AND DOOMADGEE

Income management is one of the central pillars of the Welfare Reforms designed by the Institute and implemented by Commissioners of the FRC. There are a range of different income management measures operating in Australia, each with different purposes and parameters¹. The benefits and drawbacks of income management as a public policy approach have been well documented and debated. This article is intended to give a brief description of the model of income management applied by the FRC, Cape York Income Management (CYIM)², explain some elements that may not be well understood, and highlight the ways it differs from other measures.

Broadly, income management³ refers to the quarantining of a percentage of welfare payments to be spent on priority goods and services such as food, housing and clothing. It does not reduce the amount of welfare payment a person receives; it changes the way payments are received and spent. A set proportion of a person's payments are put on a bank card that cannot be used to buy alcohol, gambling products or withdraw cash. The remainder goes into the person's normal bank account.

At a basic level, the aim of income management is to reduce the amount of cash that can be spent on substance abuse and gambling, and to ensure that payments provided for the welfare of children are spent as intended. As policy on income management has developed, the objectives of different forms of income management have also changed. For example, the Cashless Debit Card trials are exploring whether reducing the amount of cash available in a community will reduce the overall harm in that location.

Both the aim and operation of CYIM is unique. CYIM is intended to address passive welfare by linking the receipt of welfare payments to an obligation to uphold social norms. If an individual is failing in their social obligations to send children to school, keep children safe, obey the law, or is committing family or domestic violence, and not abiding by housing tenancy agreements, the Commissioners can, after conferencing the person about their issues, issue them with a Conditional Income Management (CIM) order.

1. A full list of income management measures and locations is available on the Department of Human Services website. <https://www.dss.gov.au/our-responsibilities/families-and-children/programmes-services/welfare-quarantining>
2. Income management was introduced in Aurukun, Coen, Hope Vale and Mossman Gorge as part of Cape York Welfare Reform in 2008. In 2015, Doomadgee opted into the FRC and the same model of income management. Accordingly, 'Cape York Income Management' is used to refer to income management used in both the four Cape York communities as well as Doomadgee.
3. The Commonwealth Government uses the overarching term 'welfare quarantining' to encompass both income management measures and the Cashless Debit Card.

INCOME MANAGEMENT MODELS



The Commissioners' role is primarily one of support. During conferences, Commissioners, who are respected local community members, discuss with the client the circumstances that have led them to conference and attempt to come to an agreement on the actions they will take to assume greater personal responsibility, including attending support services. However, where a client is unwilling to engage with the Commissioners, or is not taking the agreed steps, Commissioners can use income management as a tool to ensure that welfare payments are spent on necessities, and also as an incentive for the individual client and their family to engage with social supports and change behaviour.

Commissioners can issue an order that 60, 75 or 90 percent of a person's payment is diverted onto a BasicsCard. That proportion of the payment can then only be spent on essential needs like food and clothes, and cannot be used to buy alcohol, cigarettes or pornography, to gamble with or be converted to cash. Clients can arrange to have other payments such as rent and utility bills automatically paid from their income-managed accounts.

Unlike other income management models, Commissioners can make a decision to change the percentage of a person's payment that is put on the BasicsCard. For example, once a client reaches an agreed school attendance goal, the percentage can be reduced. If the client maintains the attendance goal, the CIM order can be revoked. Usually, CIM orders are issued for one year, and are reviewed by Commissioners at six and ten months. However, the length of orders can also be extended or reduced. Clients who are on a CIM order can also apply to Commissioners to have their orders amended or ended.

Clients can also voluntarily enter into an agreement for income management. Clients on Voluntary Income Management (VIM) report that it is an effective money management tool which can assist them to avoid family pressures to share cash. VIM has the same flexibility as a CIM order. Clients can request to have 60, 75 or 90 per cent of their payment quarantined, can seek to amend the amount of their payment going on to the BasicsCard, and can seek to end the agreement at any time. While other income management measures also offer voluntary income management, they are limited to managing 50 percent of income support, and people must participate for a minimum time.

Because CIM orders are issued at the discretion of Commissioners, on a case-by-case basis, only a small number of community members within the FRC's jurisdiction are on income management.





INCOME MANAGEMENT MODELS

Since the inception of the Commission, the percentage of FRC clients on CIM orders has gradually decreased. A table showing the percentage of clients who were placed on conditional income management for each financial year 2008 to 2019 can be found on page 9. As at 30 June 2019 there were 140 clients subject to a current CIM order which equates to 5.8 percent of clients on a CIM order at that point in time.

These aspects of CYIM are quite different to other income management measures. For example, in some regions where the Cashless Debit Card operates⁴, it applies to all people of working age on income support payments. Under the Cashless Debit Card system 80 percent of payments is quarantined onto the Cashless Debit Card.

Further comparison can be made with the several income management measures in place in the Northern Territory. People can be referred for income management by a child protection worker, by a Centrelink social worker, or it can also be applied where people meet certain conditions based on the length of time they have received income support, or lack of engagement in study or work. The percentage of payments that are quarantined differ depending on the measure. For example, where people are referred for child safety issues, 70 percent of income support is income-managed. The measures that apply to long-term welfare recipients and disengaged youth quarantine 50 percent of payments.

As noted, each different model of income management has a different policy background and purpose. Some of the measures do incorporate elements of flexibility. For example, the long-term recipient and disengaged youth measure in the Northern Territory includes exemptions to encourage positive behaviours, such as school attendance, child health checks, or participation in training or employment. In the Ceduna and East Kimberley regions, Cashless Debit Card participants can apply to a community panel to lower the percentage of payments that is quarantined. However, the approach applied in CYIM remains the model with the greatest flexibility and discretion to be applied to those who need it most, and in the most effective way.

In summary, the key differences between CYIM and other, more broadly applied, forms of income management are:

- Local Commissioners, who have in-depth knowledge of community members and their families, make decisions about who should be on income management on a case-by-case basis
- only a small proportion of community members are income-managed
- the percentage of payments quarantined can be easily changed, and is used to incentivise changed behaviour
- CYIM links the Australian Government's welfare system with Queensland's social service system.

As noted elsewhere in this report, the Strategic Review of Cape York Income Management released in December 2018 considered that the delivery mechanism used in CYIM could provide useful lessons for other Australian models.

4. The Cashless Debit Card applies to all people of working age income support payments in the Ceduna, Goldfields and East Kimberley regions. In Bundaberg and Hervey Bay the Cashless Debit Card applies to people aged under 35 on certain payments.

CHALLENGES AND OUTLOOK



Memorandum of Understanding

A draft Memorandum of Understanding was presented by the Australian Government to the Queensland Government in March 2019 setting out a proposed basis for funding, administration and reporting arrangements for the operation of the FRC. The Australian Government proposed a joint commitment to continue to support the role of the Commissioners until 31 December 2021. As at 30 June 2019 this Memorandum of Understanding is still under negotiation with the Queensland Government in regard to the term of the agreement. The Queensland Government has announced its commitment to continue funding the Commission for the 2019-20 financial year.

Cape York Income Management

In February the Senate Standing Committee on Community Affairs, Legislation Committee, invited Commissioner David Glasgow to provide a written submission addressing issues that may be of relevance to the Commission regarding the inquiry into the Social Security (Administration) Amendment (Income Management and Cashless Welfare) Bill 2019. The Bill amends the *Social Security (Administration) Act 1999* to extend the cashless debit card trial in three sites, and the income management program in Cape York, to 30 June 2020. A written submission was presented on 26 February to the Committee. Issues of relevance brought to the Committee's attention included:

- Commissioners have generally taken a moderate approach to issuing CIM orders, often concentrating on those clients who would be more receptive to the benefits of financial management. The Commissioners explain to those clients the advantages of income management as a means of managing their money to meet essential household needs and expenses, thereby assisting in stabilising their home situation and better providing for their children. Many clients therefore commence their orders in the spirit of an agreement.
- Commissioners order CIM for clients who have demonstrated a resistance to fulfilling their responsibilities for the children in their care, or their responsibilities to their community. In this respect CIM is used as an enabler for compliance with orders.
- CIM is used as an incentive to improve school attendance by reducing the CIM rate relative to improved school attendance.
- Commissioners continue to report that a number of clients are requesting CIM orders and to be placed on a BasicsCard. These clients request that the Commission order the CIM as a means of stabilising the household and ensuring bills are paid and children are fed, in preference to being placed on VIM where pressure from spouses and family members can erode the intent of income management.

The majority of CIM orders relate to education notices (not sending children to school). For example, as at 25 February 2019, 90 children were in the care of 54 Aurukun clients currently on a CIM order, with 34 of these clients on a 90 percent CIM order.



CHALLENGES AND OUTLOOK

Whilst the benefit of income management is in the capacity of the BasicsCard to assist people to manage their income, and the disadvantage is the perceived loss of choice, it is only one of the tools available to the Commissioners in restoring social responsibility in their communities. Income management is used in a targeted approach, mostly as a last resort, and only a small percentage of clients are subject to a CIM order.

In March the Committee further invited Commissioner Glasgow to appear at a public hearing for the inquiry to be held on 18 March 2019. On the instructions of, and in consultation with Commissioner Glasgow, Registrar Maxine McLeod appeared via telephone link at the hearing and presented a statement on behalf of Commissioner Glasgow. In early April the Social Security (Administration) Amendment (Income Management and Cashless Welfare) Bill 2019 passed both Houses, extending CYIM to 30 June 2020.

Queensland Productivity Commission Inquiry into Imprisonment and Recidivism

The Queensland Government has tasked the QPC with examining how government resources and policies can be best used to reduce imprisonment and recidivism, and improve outcomes for the community over the medium to longer term.

Commissioner David Glasgow and members of the Registry attended public consultations held in Townsville and Cairns in regard to this inquiry in October 2018. Commissioner Glasgow was further invited by the QPC to attend a public hearing held in Townsville on 8 May 2019. The Commissioner advised the hearing that issues surrounding imprisonment and recidivism affect the remote Indigenous communities in many and profound ways. These issues include:

- gaps in support for both offenders and victims on release from prison
- lack of meaningful employment available in community
- prison being a rite of passage rather than a deterrent
- lack of diversionary options
- disconnection from family and consequent impacts.

Of significance in the welfare reform communities are the unintended consequences of the blanket application of strong criminal sanctions. The Commissioner noted that domestic violence orders and breaches being inflexibly applied can often result in disproportionate incarceration rates in remote Indigenous communities. High incidence of convictions relating to drug and alcohol and public nuisance charges also prevent community members from obtaining blue cards and limit employment opportunities.

The Commission supported the recommendations outlined in the draft report to reduce the scope of criminal offences, and to expand diversionary options including exploring orders to attend mediation. As an example, domestic violence matters which occur between siblings and other family members would often be better dealt with by Indigenous mediators, or in a setting such as FRC conferences. These options are either not canvassed by police or not available as a referral mechanism to the courts.

CHALLENGES AND OUTLOOK



The Commission also strongly supported the recommendation to include victim focussed restitution and restoration. The FRC's model of Local Commissioners conferencing community members who have been referred to it provides a forum to hold people accountable for their actions in a culturally appropriate and effective way.

As the Queensland Government considers the future of the FRC, it seems there is significant opportunity to evolve and refresh the FRC model to incorporate alternative justice strategies more suited to the needs of Aboriginal and Torres Strait Islander people. Local Commissioners are established and respected local Elder authority groups that now have 11 years' standing in each community. They are an invaluable resource.

Local Commissioners have first-hand knowledge of the drivers of over-representation in the criminal justice system in each of their communities. Approaches such as restorative justice conferencing and justice reinvestment would seem to fit well with the existing FRC conferencing structure.

There are a range of options available to use the FRC to continue to make real change and contribute to improvements in imprisonment and recidivism in Indigenous communities. It will be up to the Queensland Government to recognise and embrace these opportunities.



GOVERNANCE

Family Responsibilities Board

Part 12 of the FRC Act provides for the establishment of the Family Responsibilities Board (FR Board). Under section 117 of the FRC Act, the FR Board has a mandate to: give advice and make recommendations to the State 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 State 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 107.

Composition of the Board

The FR Board members as at 30 June 2019 were:

Dr Chris Sarra	Director-General, Department of Aboriginal and Torres Strait Islander Partnerships as the Chair
Mr Troy Sloan	First Assistant Secretary, Legal, Employment, Environment and Evaluation Division, Department of the Prime Minister and Cabinet
Mr Noel Pearson	Founder, Cape York Partnership representing the Cape York Institute.

Executive Management Team

The Commission's Executive Management Team (EMT) is comprised of the Commissioner, the Registrar, the Client Manager and the Executive Officer (Finance). 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

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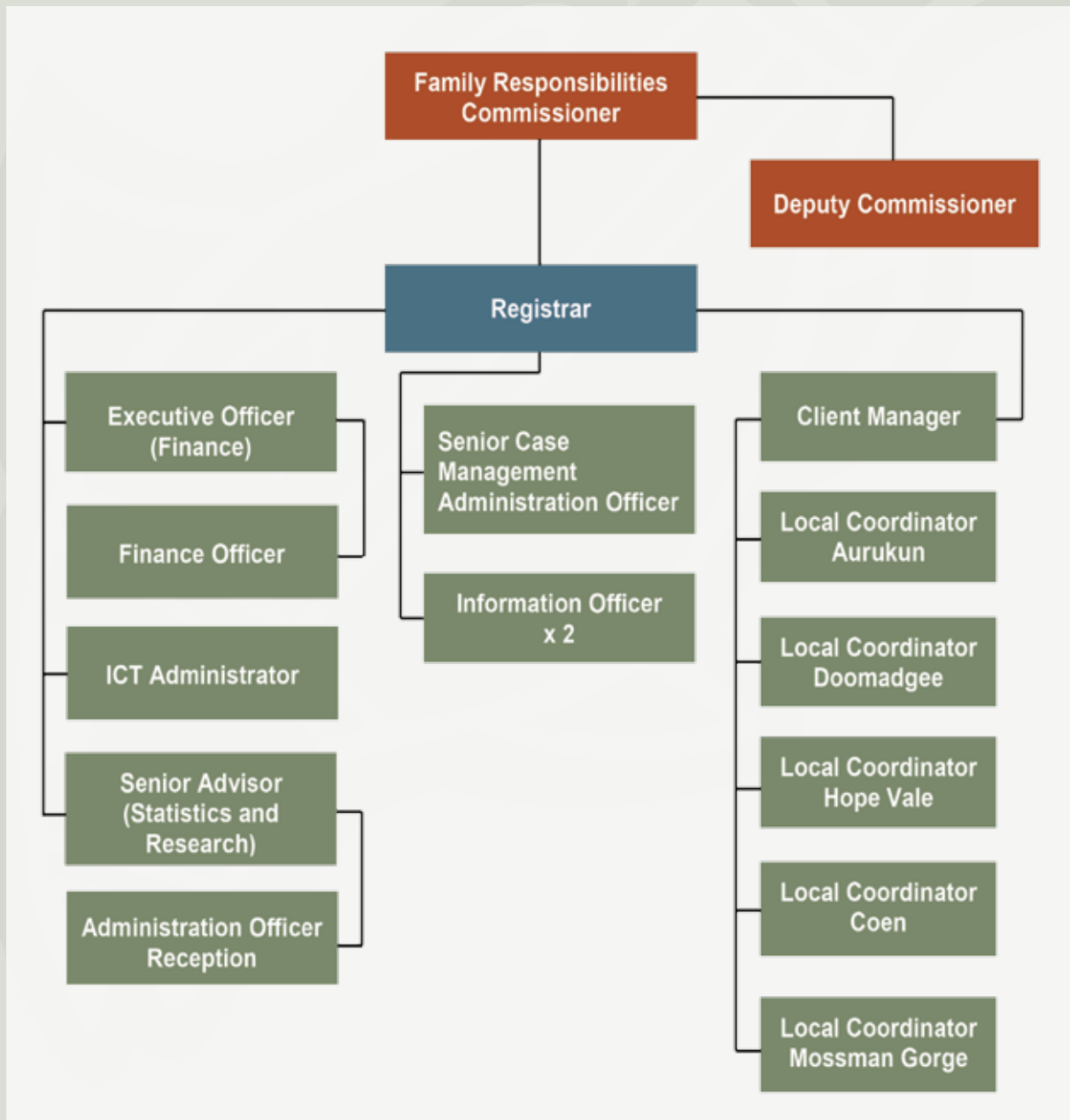


and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2018-19 year.

Corporate structure

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

The Deputy Commissioner's appointment ceased on 31 December 2018. The Queensland Government has not extended the appointment and as at 30 June 2019 the Deputy Commissioner position remained vacant.





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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 19.

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 regular individual 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 2019 the Commission had an employee establishment of 16 positions occupied by 14.4 FTE staff members, including positions servicing the regional communities. Regional positions include one Local Coordinator based in Aurukun and one Local Coordinator based in Doomadgee. The Deputy Commissioner and Local Commissioners are employed on a fee for service basis.

Workforce Profile

- Of the 14.4 FTEs, 12 (11.5 FTE) are permanent staff, 2 are temporary staff and 1 (0.9 FTE) is on a set contract term (FRC Commissioner's tenure is set by the Governor in Council)
- 13.9 percent of our workforce is Aboriginal or Torres Strait Islander
- 66.0 percent of our workforce are women
- 13.9 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 eight 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.

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 (PSC) 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 PSC policies and directives. New employees are welcomed through the Commission's online 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.

In 2014 the FRC Act was amended to remove the sunset clause which provided that the FRC Act would cease on a specified date. Subsequent to the removal of the sunset clause, and to comply with the provisions of s149 of the *Public Service Act 2008* and Queensland PSC Directives, employees occupying ongoing and funded positions have been transitioned to tenure after having cleared the employees requiring placement pool.

During the period 1 July 2018 to 30 June 2019 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 11 June 2019 during which they met with senior staff from several organisations including DATSIP, DPMC and CYP representing the Institute.

Participation in the week-long conference 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 DCSYW. This online learning service provides training in Ethical Decision-Making, executive development online courses including webinars for team leaders,



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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. Commission employees complete the following online courses with iLearn on an annual basis: Ethical Decision-Making; Recognise, Respond, Refer – Domestic and Family Violence; Fraud and Corruption Control; and Information Privacy. 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 2018-19 employee professional development, training, and workshops cost \$14,784 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 2018-19 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:

- Good Decisions
- Public Interest Disclosure training modules 1 to 3
- Project Management Fundamentals
- Risk Management
- Microsoft Certification
- ISMS Implementation
- Microsoft Ignite (Azure)
- Aboriginal and Torres Strait Islander Mental Health First Aid
- Applied Suicide Intervention Skills
- Creating a Safe and Respectful Workplace
- Public Sector Service Delivery and Communication
- National Indigenous Social and Emotional Wellbeing
- Accounting and Financial Reporting
- taxation and payroll
- fire warden and trial evacuation
- first-aid and cardiopulmonary resuscitation including defibrillation
- fraud and corruption in the workplace
- Queensland Public Service Code of Conduct and Ethical Decision-Making.

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



Under the Commission's Study and Research Assistance Scheme financial assistance and leave arrangements are administered subject to Directive 9/18 Study and Examination Leave in an equitable manner, ensuring effective use of learning and organisational development funds, and taking into consideration available resources. During this fiscal year there were two employees enrolled with academic institutions to study the following:

- Bachelor of Social Work
- Certificate IV Leadership and Management.

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.

The Registry has worked on a number of mandatory ICT projects this year which have consumed substantial resource and time allocations. The Commission is only a small organisation, and therefore projects as detailed below affect not only those directly involved, but also at some point in time every staff member in the Registry in one capacity or another.

- The Commission's Virtual Desktop Infrastructure (VDI) Server is the centralised server used to deliver its operations. The Commission was advised by CAA in August 2017 that effective from 30 June 2018, after seven years of service, this server will have reached the end of its life. A project was initially implemented to extend the server's warranty for another year, however, in December 2018 after further deliberation and review of the server's ability to support the Commission, the option to purchase a new server was taken. This project has allowed an upgrade to Windows 10 and Office 2016 which provides a more efficient, productive and secure system for the Commission. The project was completed in February 2019.
- Cyber Security has been one of the main concerns of the Queensland Government Chief Information Office (QGCI) during the past year. In October 2018, the QGCI released an Information Security Policy (IS18:2018) for all Queensland Government departments and relevant agencies. The policy seeks to ensure all agencies apply a consistent, risk-based approach to the implementation of information security to maintain confidentiality, integrity and availability, using Information Security Management Systems (ISMS). To comply with the policy the Commission commenced the implementation of an ISMS in October 2018. The Commission's ICT Administrator and Executive Officer (Finance) attended an ISMS Implementation Workshop conducted by the QGCI in Brisbane in November 2018 to assist



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with the implementation. The ICT Administrator has also completed online courses relevant to cyber security and a cyber security session was presented by CAA on 5 June 2019 to all staff. The Commission joins the Queensland Government in taking cyber security seriously and will comply with this mandate.

Moving forward, the Commission will continually aim to implement innovative and technology 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 finance section of the Registry successfully transitioned to a paperless environment in January 2019, markedly increasing efficiencies in time management, and streamlining accounts payable and payroll processes.

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* and Queensland State Archives' Records Governance Policy. 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 DCSYW iLearn 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 the requirements of the *Public Service Act 2008*, the *Public Sector Ethics Act 1994*, the FRC Act and relevant PSC 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 	

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 communities and the ancestry and family history of their community members. Decisions are made with an understanding of where



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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 commences with an integrated approach to managing all risks that impact on the achievement of the Commission's strategic and business objectives, and moves to reviewing and re-evaluating identified risks and reporting on processes and recommendations to the EMT.

External scrutiny

For the period 1 July 2018 to 30 June 2019 the Economics and Governance Committee had oversight responsibility for the Commission under the *Parliament of Queensland Act 2001*. 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 2019.

The Commission is jointly funded by the Australian and Queensland Governments. As such the Commission is also subject to review from Federal bodies. During the reporting period DSS engaged QUT to undertake a review of CYIM. The Strategic Review of Cape York Income Management Final Report dated November 2018 was released in December 2018. The review provided an analysis of the data obtained from Commission records, assessed the strengths and weaknesses of the model, and informed how it could be used in the future, subject to a review of CYWR. Further details in regard to the review can be found in the Registrar's year in review on page 46.



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.

Online fraud and corruption training was completed by all Commission employees in this reporting period, and the Local Commissioner Code of Conduct training was amended to include a section on the dangers of engaging in social media, emphasising how our personal activity online must be of a standard that is appropriate and proper to not reflect seriously and adversely in relation to our conduct at work.

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
Travel Policy	July 2018
Complaints Involving Corrupt Conduct by the FRC Commissioner	August 2018
Open Data Strategy	August 2018
Business Continuity Plan	September 2018
Guidelines for Travelling and Hours of Work	November 2018
Privacy Policy	December 2018
Domestic Violence and the Workplace	January 2019
Public Interest Disclosure Policy	February 2019
Financial Delegation Guidelines	June 2019



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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 online

For information regarding right to information and information privacy refer to the Right to Information section on the Commission website. For consultancies, overseas travel, Indigenous matters and complaints management, refer to the Additional Published Information under Right to Information on the Commission's website at <https://www.frcq.org.au> and the Queensland Government Open Data website at <https://data.qld.gov.au>.

Publications by the Commission during 2018-19

1. Annual Report 2017-2018
2. Quarterly Report 40 (April to June 2018)
3. Quarterly Report 41 (July to September 2018)
4. Quarterly Report 42 (October to December 2018)
5. Quarterly Report 43 (January to March 2019)

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

CLIENT PROFILE



MY STORY

A client of the FRC has shared her recent experience of being on the BasicsCard and how it has helped her and her family to prioritise school attendance.

I was first called to meet with the Commissioners in 2014. That seems like a long time ago now. I have two boys attending primary school. Because their attendance at school was not good I was placed on the BasicsCard in both 2016 and 2017. It wasn't really changing my behaviour. I did not feel I could control my boys, and I could not see why their attendance at school was so important – to me anyway. Eventually I began attending conference and speaking with the Local Commissioners. That was towards the end of 2018. It was my discussions with the Commissioners that started to make me think about schooling and whether I wanted my boys to have opportunities that I had never had. I started to think that maybe I was wrong.

So, my journey with the BasicsCard really commenced to change my life in early 2018. When I had not attended several conferences, I was placed on another Conditional Income Management order at 60 percent. The Commissioners then continued to meet with me and kept on saying my boys should be attending school regularly; that only attending school now and then would not benefit them for their future in any way, and boarding schools did not like to accept children unless their attendance was regular. They gave me some options for seeking additional support to get my boys to school.

In Term 1 of 2019, both of my boys only attended school less than half of the time. Once again my Conditional Income Management order was renewed. This has not been an easy journey for me, but with the encouragement and support of the Local Commissioners, and also the Local Coordinator, both the boys started to attend school more regularly. The Commissioners showed me on a pie chart that my children had improved their attendance to above 75 percent. For the first time I was seeing more green for attending school than red for not attending. My eldest boy even brought home awards for achieving 100 per cent school attendance for a number of weeks in Term 2. I was surprised and felt good that this improvement was not only acknowledged, but was celebrated. The Commissioners and school were happy for me, and happy for my boys. That made me happy as well.

My eldest son has represented the school at a number of athletics carnivals. He is a very good runner and enjoys the competition of carnivals. He first ran in the interschool carnival, and then because he has a natural talent, he was selected for the district finals. I am proud to say that he has now won a spot to compete at the State athletics carnival in Brisbane. A condition of entry in the State athletics carnival is good school attendance, and my son would not have achieved this great opportunity had he been excluded because of his attendance record.

I am happy my children are attending school more regularly, and they appear happier too. It is not so hard to go to school when there has not been a big gap in-between and you feel you can keep up with the rest of the students. I have also told the Commissioners that the BasicsCard has helped me to keep a good supply of food in the cupboard. This is important, especially for my son who is competing in carnivals. He is hungry all the time. I feel I owe the Commissioners so much for continuing to support me since 2014, and not walking away from my family. I feel proud to say that as a family we are winners now.

APPENDICES



APPENDIX A

Family Responsibilities Board – schedule of meetings

Date of FR Board meeting	Venue	Attendees
4 December 2018	Room 30.13 Level 30 1 William Street, Brisbane	Dr Chris Sarra (Chair), Director-General DATSIP; Mr Troy Sloan, First Assistant Secretary, Legal, Employment, Environment and Evaluation Division, DPMC; and Mr Noel Pearson, Founder, Cape York Institute.
29 May 2019	Room 1.03 Level 1 1 William Street, Brisbane	Dr Chris Sarra (Chair), Director-General DATSIP; Mr Troy Sloan, First Assistant Secretary, Legal, Employment, Environment and Evaluation Division, DPMC; and Mr Noel Pearson, Founder, Cape York Institute.



APPENDICES

APPENDIX B - Sittings calendar

Family Responsibilities Commission 1 July 2018 to 31 December 2018

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

APPENDICES



Family Responsibilities Commission 1 January 2019 to 30 June 2019

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
31 December		Public Holiday				1 New Year's Day
7 January						
14 January						
21 January						
28 January	Public Holiday					28 Australia Day Public Holiday
4 February		5	6	7		
11 February		12	13	14		
18 February		19 19	20 20	21 21		
25 February		26 26	27	28		
4 March		5	6	7 7		
11 March		12	13	14		
18 March		19 19	20	21 21		
25 March		26	27	28		
1 April		2	3	4 4		
8 April			10			
15 April					Public Holiday	19 Good Friday
22 April	Public Holiday			Public Holiday		22 Easter Monday, 25 Anzac Day
29 April		30	1	2		
6 May	Public Holiday	7 7	8 8	9 9		6 Labour Day
13 May		14 14	15	16		
20 May		21		23 23	24	
27 May		26	29	30		
3 June	Public Holiday	4 4 4	5	6		3 Mabo Day - Doomadgee
10 June		11	12	13		Local Commissioner Development Week
17 June	17	18	19	20		
24 June		25 25	26	27 27		

	Aurukun		Coen		Doomadgee		Hope Vale		Mossman Gorge		Office Days
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APPENDICES

APPENDIX C – Compliance checklist

Family Responsibilities Commission 2018-2019 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 Glossary 	ARRs – section 9.1	Page 5 Page 113
	<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> ARRs – section 9.3	Page 2
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	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
<ul style="list-style-type: none"> Machinery of Government changes 		ARRs – section 10.2, 31 and 32	N/A
<ul style="list-style-type: none"> Agency role and main functions 		ARRs – section 10.2	Pages 13-23
<ul style="list-style-type: none"> Operating environment 		ARRs – section 10.3	Pages 52-61, 67-69, 107
Non-financial performance	<ul style="list-style-type: none"> Government’s objectives for the community 	ARRs – section 11.1	Pages 16-19
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	Pages 16-18
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	Page 19
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	Page 54
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	Pages 62-63

APPENDICES



Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	• Organisational structure	ARRs – section 13.1	Pages 70-71
	• Executive management	ARRs – section 13.2	Pages 70-71
	• Government bodies (statutory bodies and other entities)	ARRs – section 13.3	N/A
	• <i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 76
	• Queensland public service values	ARRs – section 13.5	Pages 77-78
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	Page 78
	• Audit committee	ARRs – section 14.2	N/A
	• Internal audit	ARRs – section 14.3	Page 62
	• External scrutiny	ARRs – section 14.4	Pages 48, 78
	• Information systems and record keeping	ARRs – section 14.5	Pages 75-76
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	Pages 72-75
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Page 73
Open Data	• Statement advising publication of information	ARRs – section 16	Page 80
	• Consultancies	ARRs – section 33.1	Page 80
	• Overseas travel	ARRs – section 33.2	Page 80
	• Queensland Language Services Policy	ARRs – section 33.3	N/A
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	Page 83
	• Independent Auditor’s Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Pages 104-106



APPENDICES

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 929 people as at 30 June 2018^{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 257 people as at 30 June 2018^{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 827 people as at 30 June 2018^{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 708 people as at 30 June 2018^{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 2018^{1,4}.

1. Note: Australian Statistical Geography Standard 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 18 years and over provided by the Queensland Government Statistician's Office (QGSO), Queensland Treasury, based on the Australian Bureau of Statistics (ABS) unpublished preliminary Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2018.
3. Note: Adults 18 years and over provided by QGSO, Queensland Treasury, based on the ABS unpublished preliminary ERP data by age and sex at the Statistical Area level 1 for 30 June 2018.
4. Note: Total population provided by QGSO, Queensland Treasury, not 18 years and older, due to the small size of the total population from the ABS unpublished preliminary ERP data at the Statistical Area level 1 for 30 June 2018.

GLOSSARY OF TERMS



Abbreviations

ABS	Australian Bureau of Statistics	INSIST	Indigenous Network Suicide Intervention Training
AM	Member of the Order of Australia	ISMS	Information Security Management Systems
ARRs	Annual report requirements for Queensland Government agencies	NIRA	National Indigenous Reform Agreement
BBNAC	Bamanga Bubu Ngadimunku Aboriginal Corporation	OAM	Medal of the Order of Australia
BCP	Business Continuity Plan	PCYC	Police-Citizens Youth Club
CAA	Corporate Administration Agency	QGCI	Queensland Government Chief Information Office
CEO	Chief Executive Officer	QGEA	Queensland Government Enterprise Architecture
CIM	Conditional Income Management	QGSO	Queensland Government Statistician's Office
COAG	Council of Australian Governments	QLD	Queensland
CYAAA	Cape York Aboriginal Australian Academy	QMF	Queensland Music Festival
CYIM	Cape York Income Management	QPC	Queensland Productivity Commission
CYP	Cape York Partnership	QPS	Queensland Police Service
CYWR	Cape York Welfare Reform	QUT	Queensland University of Technology
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships	RAATSICC	Remote Area Aboriginal and Torres Strait Islander Child Care
DCSYW	Department of Child Safety, Youth and Women	RFDS	Royal Flying Doctor Service
DoE	Department of Education	SCM	Student Case Manager
DHPW	Department of Housing and Public Works	TIS	Translating and Interpreting Service
DJAG	Department of Justice and Attorney-General	VDI	Virtual Desktop Infrastructure
DPMC	Department of the Prime Minister and Cabinet	VIM	Voluntary Income Management
DSS	Department of Social Services	WBC	Wellbeing Centre
EMT	Executive Management Team		
ERP	Estimated Resident Population	Also:	
FAA	<i>Financial Accountability Act 2009</i>	Apunipima Cape York Health Council (Apunipima)	
FPMS	<i>Financial and Performance Management Standard 2009</i>	Cape York Institute (the Institute)	
FRA	Family Responsibilities Agreement	Family Responsibilities Board (FR Board)	
FRC	Family Responsibilities Commission	Family Responsibilities Commission (the Commission)	
FTE	Full-time Equivalent	<i>Family Responsibilities Commission Act 2008 (the FRC Act)</i>	
FWS	Family Wellbeing Services	Family Responsibilities Commission Registry (the Registry)	
ICT	Information and Communications Technology	Mr David Glasgow, Family Responsibilities Commissioner (the Commissioner)	



CONTACT DETAILS

Family Responsibilities Commission

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Aurukun

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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) 4041 0974

Hope Vale

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Mossman Gorge

Lot 152 Mossman Gorge Road, Mossman Gorge 4873
Ph 0417 798 392
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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 <https://statistics.qgso.qld.gov.au/qld-regional-profiles>.



