



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.

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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.



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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.

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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.

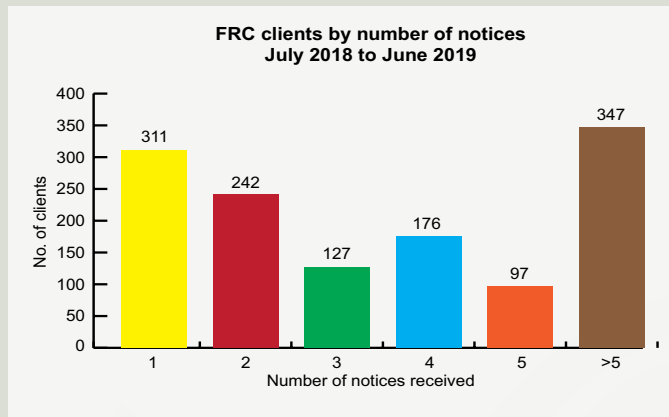
There was a marked decrease in the overall number of District Court notices received, dropping from 95 in the 2017-18 year to 24 in 2018-19, a decrease of 74.7 percent. For the same period there was an increase in Magistrates Court notices from 1,344 in 2017-18 to 1,446 in 2018-19. It should be noted 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.

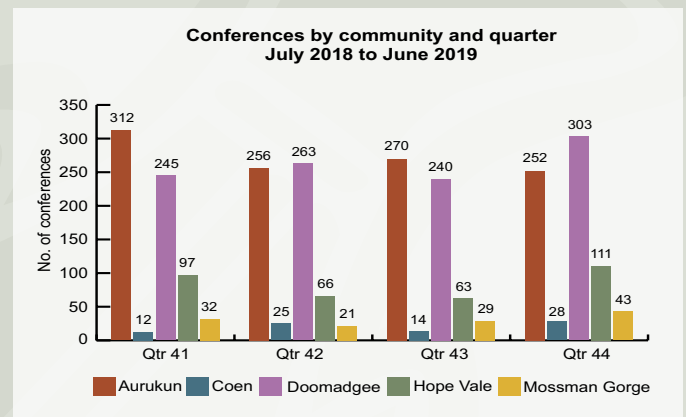
Note: Agency notices are counted on the basis of the number of persons named on the notice. For example a Child Safety and Welfare notice relating to two parents is counted as two notices and if three children from one family have an unexplained absence on one day, it is counted as three individual notices.

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

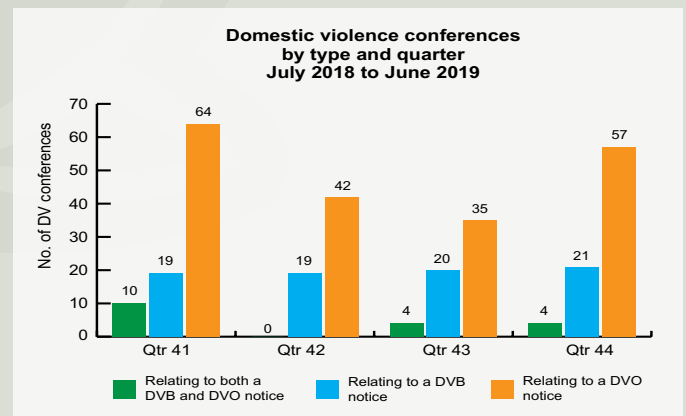
From 1 July 2018 to 30 June 2019 a total of 2,682 conferences were held with 60.6 percent of conferences attended by clients. Of those conferences not attended 27.6 percent were for explained (acceptable) reasons. Conferences during the financial year resulted in 20 FRAs being entered into, 70 orders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

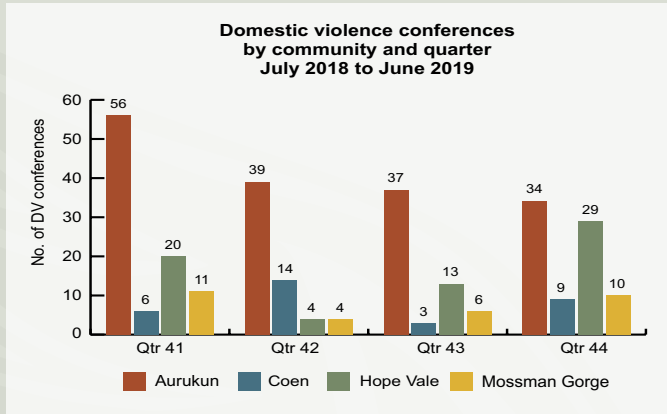
Conferences for domestic violence related matters

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



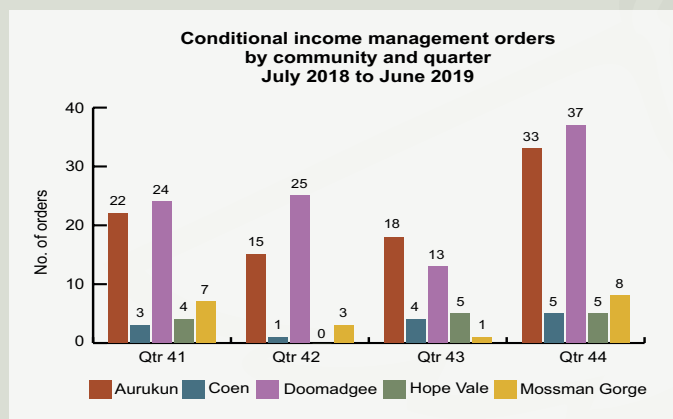
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Conditional income management

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



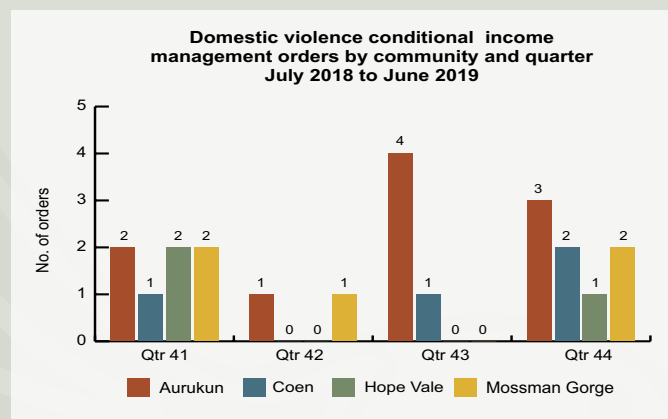
Graph 5: Conditional income management orders by community and quarter 1 July 2018 to 30 June 2019.

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:

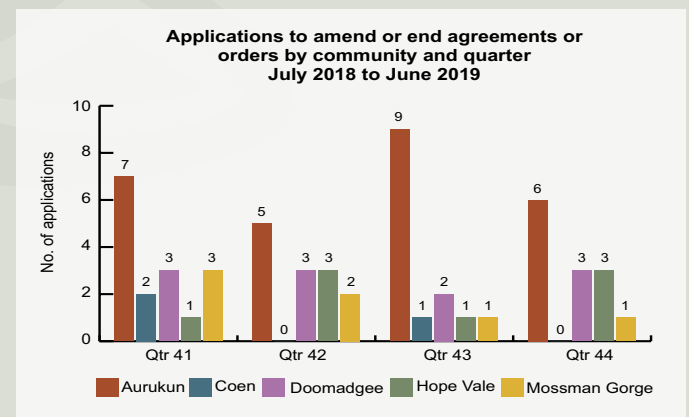
- 2 CIM orders at 90 percent revoked and clients placed on a new CIM order at 60 percent for a period of 12 months
- 3 CIM orders at 90 percent revoked and clients placed on a new CIM order at 75 percent for a period of 12 months
- 1 CIM order at 75 percent revoked and client placed on a new CIM order 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.