

ANNUAL REPORT

21



ANNUAL REPORT 2020-2021

FAMILY RESPONSIBILITIES COMMISSION

The annual report of the Family Responsibilities Commission summarises the Commission and its financial and corporate performance for the period 1 July 2020 to 30 June 2021.

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

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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.



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30 September 2021

The Honourable Craig Crawford MP
Minister for Seniors and Disability Services and
Minister for Aboriginal and Torres Strait Islander Partnerships
PO Box 15397
CITY EAST QLD 4002

Dear Minister Crawford

I am pleased to submit for presentation to the Parliament the Annual Report 2020-21 including 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 2019*, 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 114 of this report.

Yours sincerely

Tammy Williams
Commissioner
Family Responsibilities Commission

Contents



Service charter statement	6
Preamble – Noel Pearson	7
Commissioner Williams’ message	8
About the FRC	9
FRC registry and decision-making functions	13
Non-financial performance outcomes	24
Community operations	
Aurukun	38
Coen	40
Doomadgee	42
Hope Vale	44
Mossman Gorge	46
Significant events and achievements	48
Challenges and outlook	53
Governance	58
Review of financial performance	70
Financial statements	72
Appendices	
Appendix A – Strategic Plan 2018-22	98
Appendix B – FRC Act’s alignment with ‘Our Way’ strategy	99
Appendix C – Biographies of Commissioners and the Registrar	101
Appendix D – Sittings calendar	112
Appendix E – Compliance checklist	114
Appendix F – Communities’ resident populations	116
Glossary of terms	117
Contact details	118

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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 the Australian and Queensland Governments, stakeholders and clients to deliver the outcomes sought by 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.

Preamble Noel Pearson



Thirteen years since its creation, the Family Responsibilities Commission (FRC) is continuing to build people's capabilities and empowering them to take responsibility for their lives.

The original design of the FRC reflected the people of Aurukun, Coen, Hope Vale and Mossman Gorge's belief that poverty was not just a function of poor income but poor capabilities.

Today the FRC is the embodiment of this capability-building approach, working in all four Cape York communities and Doomadgee to lift our people's capabilities and support them to make life better for themselves.

This approach has resulted in over 63 percent of all referrals to support services supported by our people, with Doomadgee recording an eleven-fold increase in the number of agreements to attend support services. This is a great advancement in the adoption of personal responsibility by clients and testament to the FRC's people-centred approach.

The FRC's deep engagement with and knowledge of the communities in which they work, has allowed them to establish important partnerships with local service providers to improve their support to our people.

I commend the Local Commissioners for their tireless work and congratulate them on presiding over 83 percent of all conferences independently. I also congratulate them on their unwavering commitment to capability-building, resulting in the referral of 359 clients to local support services, the highest number in the FRC's history.

Finally, I would like to congratulate Commissioner Tammy Williams and Deputy Commissioner Rodney Curtin on their leadership of the FRC. Their unwavering commitment and dedication to their team and our people has played an enormous role in producing such tremendous results.

Noel Pearson



Commissioner Williams' Message

In 2020-21 the Family Responsibilities Commission (FRC) has worked hard to deliver the Commission's core business of quality decisions with increased client participation to enable individuals and their families to make positive and lasting change. I am happy to report that positive trends are emerging.

I am pleased to present the Family Responsibilities Commission's Annual Report for 2020-21. In writing this report I note that as of 2 September 2021 I will have had the honour of being the custodian of the FRC Commissioner's role, and the privilege of working alongside FRC staff, Local Commissioners and our many valued stakeholders, for two years.

This year our focus has been to support those community members referred to the Commission by making decisions in agreement with clients to reflect their willingness to take responsibility and encouraging community members to voluntarily seek support. We have commenced formalising our relationships with our partners to reinforce clear legislative responsibilities and have sought to identify and report service gaps to our government partners, particularly in the areas of domestic violence and youth mental health counselling. The Local Commissioners have worked exceptionally hard this year to maintain the FRC's reputation as a trustworthy and independent decision-maker by exercising their considerable legislative powers in a way that promotes the interests, rights and wellbeing of children and other vulnerable persons living in their communities.

Significant achievements from utilising the above strategies include a 1,078 percent increase in agreements to attend support services, a 29 percent increase in referrals and a 370 percent increase in voluntary agreements for voluntary income management. These results are indicative of positive trends in change behaviour.

Challenges experienced this year include the Commission's executive management team continuing to manage in a 'going concern' fiscal environment which has led to a conservative approach being exercised in relation to expenditure generally and on significant projects. The Commission continues to propose the appointment of new Local Commissioners due to natural attrition which will, in the case of Mossman Gorge, prevent the Local Commissioners from being able to conference in their own right from 1 July 2021 without assistance from myself or the Deputy Commissioner. A full report regarding challenges and outlook can be found on pages 53 to 57.

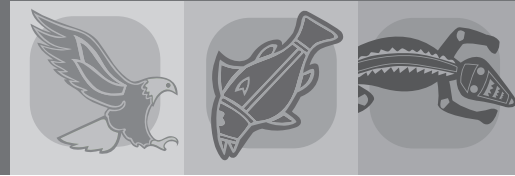
The COVID-19 pandemic continued to affect operations from time to time during this reporting period. The Family Responsibilities Commission (COVID-19 Emergency Response) Regulation 2020 (FRC's COVID-19 Regulation) commenced on 2 October 2020 which modifies the *Family Responsibilities Commission Act 2008* in so far as is necessary to enable the FRC to continue to hold conferences and make decisions during the COVID-19 emergency. Fifty-nine conferences were conducted under the new FRC COVID-19 Regulation and the Commission considers this legislation vital to its continuing operations in the current environment.

I would like to especially thank Registrar Maxine McLeod, Executive Officer (Finance) Tracey Paterson and Senior Advisor (Statistics and Research) Michelle Synott for their stellar efforts in the development and publication of this annual report.

Finally, I wish to sincerely thank Deputy Commissioner Rodney Curtin and the hardworking staff of the FRC and Local Commissioners for their commitment and dedication, without which we would not have achieved the positive changes evident in this report.

Tammy Williams
Family Responsibilities Commissioner

About the FRC



The FRC is a key mechanism to support welfare reform community members and their families to restore socially responsible standards of behaviour and establish local authority.

Cape York Welfare Reform is a partnership between the Cape York Institute (CYI), the Queensland Government and the Australian Government. It is an initiative to support a positive change in social norms and community behaviours in response to chronic levels of passive welfare, social dysfunction and economic exclusion within the welfare reform communities. 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 the use of local authority.

A key feature of the welfare reforms was the creation of the FRC, an independent statutory authority established by the *Family Responsibilities Commission Act 2008* (FRC Act). The Queensland Parliament passed the FRC Act on 13 March 2008 with bipartisan support. The Commission commenced operations on 1 July 2008.

The FRC's registry and principal place of business is located in Cairns and services the five welfare reform communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge.

Jurisdiction, powers and functions of the Commission

The FRC operates within a legal framework to assist clients and their families living in welfare reform communities to address complex antisocial behaviours. The FRC Act sets out the statutory obligations of relevant Queensland Government departments to notify the Commission when a community member is not meeting pre-determined obligations. The FRC can intervene when it receives notification (an agency notice) in the following circumstances:

- a child of the person is either not enrolled at school, or not meeting designated school attendance requirements
- there is an intake involving the person by the Department of Children, Youth Justice and Multicultural Affairs in relation to alleged harm or risk of harm
- the person, as a tenant, is in breach of a social housing tenancy agreement
- a court convicts the person of an offence or makes a domestic violence protection order against the person.

The FRC applies a locally based and culturally relevant conference-style process delivered by a panel of Elders and respected community leaders appointed as Local Commissioners which is overseen by a legally qualified Commissioner. The purpose of a conference is to provide a forum for the community member and others who may have something useful to contribute, to discuss with the FRC why and how the person has come to be the subject of an agency notice. Conferences are held in a manner which facilitates early intervention, encourages community members to take responsibility for their actions and take active steps to address inappropriate behaviour before it escalates and requires serious remedial action.



About the FRC

The FRC Act is to be administered in such a way that the wellbeing and best interests of children are paramount and the interests, rights and wellbeing of other vulnerable people living in the community are preserved. The principles of natural justice and procedural fairness are to be observed, and the Commission must conduct its processes quickly and with as little formality as is consistent with the fair and proper consideration of the issues before it.

After assessing the community member's circumstances including the relevance of any contributing factors which caused the notifying behaviour, the FRC will attempt to enter into an agreement with the person to attend community support services or give Centrelink a notice for the partial management of a person's welfare payment for a period of no more than 12 months. If an agreement cannot be reached with the person, the FRC can decide to: give the person a reprimand; recommend or direct that the person attends community support services to help address their behaviours through case management; and/or give Centrelink a notice for the partial management of a person's welfare payment for a period of no more than 12 months.

The FRC Act provides a process to enable a person to request an amendment or termination of the Commission's decision before it is due to expire and further provides an avenue to appeal a decision in the Magistrates Court. The legislation also sets out the circumstances and process where there has been non-compliance with a case plan.

Legislative scheme

The FRC operates within a legislative framework comprising of:

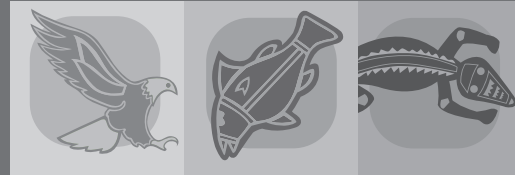
- *Family Responsibilities Commission Act 2008*
- *Family Responsibilities Commission Regulation 2014*
- *Family Responsibilities Commission (COVID-19 Emergency Response) Regulation 2020*
- *Anti-Discrimination Act 1991 (Qld)*
- *Child Protection Act 1999*
- *Criminal Law (Rehabilitation of Offenders) Act 1986*
- *Domestic and Family Violence Protection Act 2012*
- *Education (General Provisions) Act 2006*
- *Human Rights Act 2019*
- *Residential Tenancies and Rooming Accommodation Act 2008*
- *Social Security (Administration) Act 1999 (Cwlth)*
- *Youth Justice Act 1992.*

Organisational structure

The FRC as a legal decision-making entity is made up of two distinct components to perform the different statutory functions of the organisation:

- administration of the Commission is undertaken by the registry based in Cairns (further details about the activities of the registry during the reporting period are set out in pages 13 to 23)

About the FRC



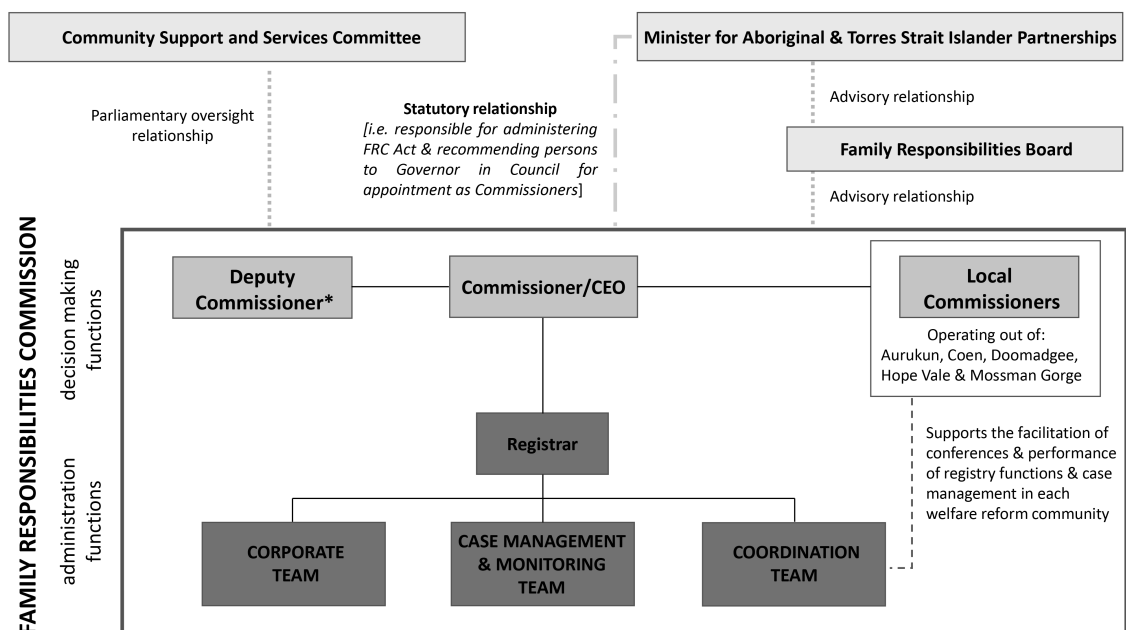
- the decision-making aspect of the Commission primarily occurs within the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge (details about the FRC’s operations and Local Commissioners’ activities in each community are set out in pages 38 to 47).

The FRC is an independent statutory authority and is not subject to direction by the Minister. The independence of the Commission was considered of importance by Parliament when passing the Family Responsibilities Commission Bill 2008. The Bill confirmed the authority of Commission members, including the Commissioner, Registrar and Local Commissioners to make decisions and administer the FRC Act within a robust legal framework (noting that Local Commissioners are limited to decisions made in conference).

The principle of Indigenous local authority is a cornerstone of the FRC model and a primary example of self-determination.

As of 30 June 2021 all members of the Commission’s decision-making arm are Aboriginal - comprising of 28 Local Commissioners and the FRC Commissioner, Tammy Williams, with the exception of Deputy Commissioner Rodney Curtin whose powers as a decision-maker at conference are executed only upon delegation by the Commissioner.¹

An innovative feature of the FRC is the establishment of the Family Responsibilities Board (FR Board). The FR Board’s functions are provided for in the FRC Act and it has a membership of three, reflecting the tripartite partnership between the Australian and Queensland Governments and community through CYI. Although it has an advisory function only, the FR Board can play an important role, for example, identifying actions the Australian or Queensland Governments could take to help improve the operations of the FRC within the welfare reform communities. Further details about the FR Board can be found on pages 58 and 59.



* Pursuant to section 24 of the Family Responsibilities Commission Act 2008, the Commissioner may delegate functions to a Deputy Commissioner

1. Section 24 of the Family Responsibilities Commission Act 2008



About the FRC

Our vision

Our vision is to support vibrant welfare reform communities that are responsible, healthy, safe and sustainable.

Our values

Our core values provide the framework for our decisions, actions and behaviours, and underpin our commitment to human rights. Working to our values requires us to meet the highest standards of corporate behaviour:

Safety:	The right for 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 within each community

Strategic objectives

Our strategic objectives for 2018-22 are to:

- 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 and
- know our clients, communities and build partnerships.

The Strategic Plan 2018-22 can be found in the appendices (Appendix A). Our performance against the Strategic Plan 2018-22 is addressed throughout this report.

FRC registry and decision-making functions



The registry is responsible for the administration of the Commission.

Operations

During the 2020-21 fiscal year the Commission received 8,685 notices of which 4,509 were within the Commission's jurisdiction.

The majority of notices within jurisdiction received this financial year were for school attendance, followed by Magistrate Court, child safety and welfare and then domestic violence (DV) offences. Information regarding our performance during the year is located in the Non-financial performance outcomes and the Review of financial performance sections.

At a glance – the 2020-21 year

8,685 Agency notices assessed	4,509 Agency notices deemed within jurisdiction	1,077 Community members deemed the subject of agency notices
1,503 Conferences and hearings held	666 Community members prioritised for conferences and hearings	0 Appeals of FRC decisions

A capable administrative workforce is key to an efficient, agile and innovative organisation.

The FRC's administrative workforce in the Commission's registry consists of:

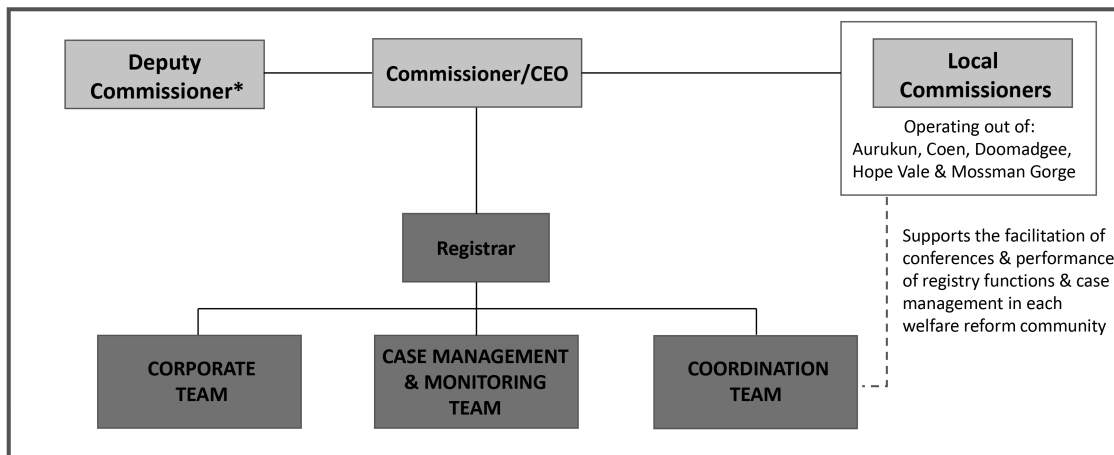
- the FRC Commissioner (appointed by the Governor in Council for a specified term) who as the Chief Executive Officer (CEO) is responsible for ensuring the efficient discharge of the Commission's business, appropriate training for registry staff and Local Commissioners, the preparation of corporate documents and achieving the objects of the FRC Act as specified in section 22 of the FRC Act
- the Registrar who is responsible for managing the registry and the administrative affairs of the Commission and whose functions, powers and delegation are specified in sections 35 to 37 of the FRC Act
- the Executive Officer (Finance) who is responsible for providing financial, and strategic/ corporate advice and support to the Commission's operations across Cairns and the communities and
- 13 positions across the three teams of Case Management and Monitoring, Coordination and Corporate, including four Local Registry Coordinators appointed under section 38 of the FRC Act to support the efficient and effective operation of the Commission in each of the welfare reform communities.



FRC registry and decision-making functions

FAMILY RESPONSIBILITIES COMMISSION

Key positions and workgroups



* Pursuant to section 24 of the *Family Responsibilities Commission Act 2008*, the Commissioner may delegate functions to a Deputy Commissioner

Further details relating to the Commission’s workforce profile can be located in the Governance section of this report. Biographies of Commissioners and the Registrar can be found in the appendices (Appendix C).

A client-centred approach to registry systems and processes

Business and operational strategies this year have continued a focus on maximising results for clients by internally strengthening the FRC model to achieve accountability and continued relevance in a changing policy environment. The re-alignment of the Commission’s organisational structure during the 2019-20 financial year was completed for the coordination team and the case management and monitoring (CM&M) team, with the placement of staff in key positions aligning with the commencement of the 2021-22 financial year.

Coordination team – The coordination team specialises in providing ‘on the ground’ support in each FRC community registry, managing the day-to-day operations in each of the five welfare reform communities, facilitating conferences and providing information about community support services and the operation of the Commission to persons living in each community. The coordination team work closely with the CM&M team to provide advice and analysis of community operations informed from their professional relationships with Local Commissioners, FRC clients, community members, Australian, State and Local Government partners and non-government service partners.

FRC registry and decision-making functions



Activity data for 2020-21 financial year: Snapshot of coordination team's workload

<p>1,503</p> <p>Conferences and hearings held across five communities – averaging approximately 43 conferences and hearings per week over a 35-week schedule</p>	<p>1,604</p> <p>Occasions where notices were served on persons to attend conferences and hearings (including clients, support persons and other relevant persons)</p>	<p>4.5</p> <p>Full time employees of the coordination team</p>
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Case management and monitoring team – The CM&M team is a vital cog in the operations of the Commission and is responsible for receiving and processing agency notices, determining jurisdiction, gathering information for Commissioner considerations, setting conference timetables, processing conference outcomes, managing conditional income management (CIM) and voluntary income management (VIM) processes, and ensuring compliance with the FRC Act. At the time of forming the CM&M team, a review was conducted into the processes and procedures for receiving and assessing agency notices, and regard was had to improving operational efficiencies to ensure that up-to-date and relevant information was available to Commissioners to enable them to make informed, quality decisions in conference. As a result, the CM&M team evolved from a purely administrative role to incorporate a much broader, more complex case management monitoring function. Brief case histories outlining notices received, conferences attended, conference outcomes and case plan progress are now prepared by the CM&M team for each client to be conferenced.

Activity data for 2020-21 financial year: Snapshot of the CM&M team's workload

<p>8,685</p> <p>Agency notices assessed to determine jurisdiction – averaging approximately 167 notices assessed per week</p>	<p>359</p> <p>Community members on non-voluntary active case plans had their progress monitored throughout the year (for periods between 3 to 12 months) following conference</p>	<p>4.5</p> <p>Full time employees of the CM&M team</p>
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The coordination and CM&M teams together have established a cohesive group to provide high-level support and information to Commissioners to better inform the delivery of support services to clients in line with the Commission's focus on more intensive, quality, client-centred conferencing.



FRC registry and decision-making functions

Client-focused data reporting drives outcomes

This year the FRC continued to progress its commitment commenced in the 2019-20 financial year to report activity in a manner reflecting a more client-focused data reporting framework as opposed to the historical process-orientated data reported since 2008. This change forms part of a broader internal review of data reporting aimed at more accurately documenting the Commission's work and the benefits afforded to FRC clients.

Feedback from our stakeholders indicates the level of client intervention provided by the FRC is of primary interest to readers of our quarterly and annual reports. Amendments to our data reporting framework will continue into the 2021-22 year to further define the level of client engagement and outcomes. It is foreseen, however, that this data will still have limitations until a full upgrade of the Commission's information management and data reporting systems is undertaken. This project is currently deferred on the basis of the Queensland Government's austerity measures implemented in 2020.

Commissioners are responsible for decision-making at conferences and hearings.

Commissioner Williams, Deputy Commissioner Curtin and 28 Local Commissioners appointed across the five welfare reform community areas of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge preside over locally convened conferences and hearings involving community members and make legally binding decisions.

Constitution of conferences and hearings

The FRC's implementation of additional assurance and oversight mechanisms throughout the 2020-21 financial year resulted in quality decision-making with improved client-focused outcomes and contributed to the result of no appeals against Commission decisions by community members.

Commission decisions use local authority and are made within a legal framework.

All FRC decisions made at conference require the decision-making panel to comprise of locally appointed Commissioners. During the reporting period 1,491 conferences were held and constituted by using the following combinations:

- three Local Commissioners sitting **without the assistance/advice** of the FRC Commissioner or Deputy Commissioner (section 50A conferences, monitored under section 50B) with one of the Local Commissioners acting as the Chairperson
- three Local Commissioners sitting as a panel (section 50A conferences, monitored under section 50B) with one of the Local Commissioners acting as the Chairperson and **with assistance/advice** provided by the FRC Commissioner or Deputy Commissioner
- two Local Commissioners sitting with the FRC Commissioner or Deputy Commissioner acting as Chairperson and
- the FRC Commissioner or Deputy Commissioner sitting with one Local Commissioner in a conference conducted pursuant to the *Family Responsibilities Commission (COVID-19 Emergency Response) Regulation 2020*.

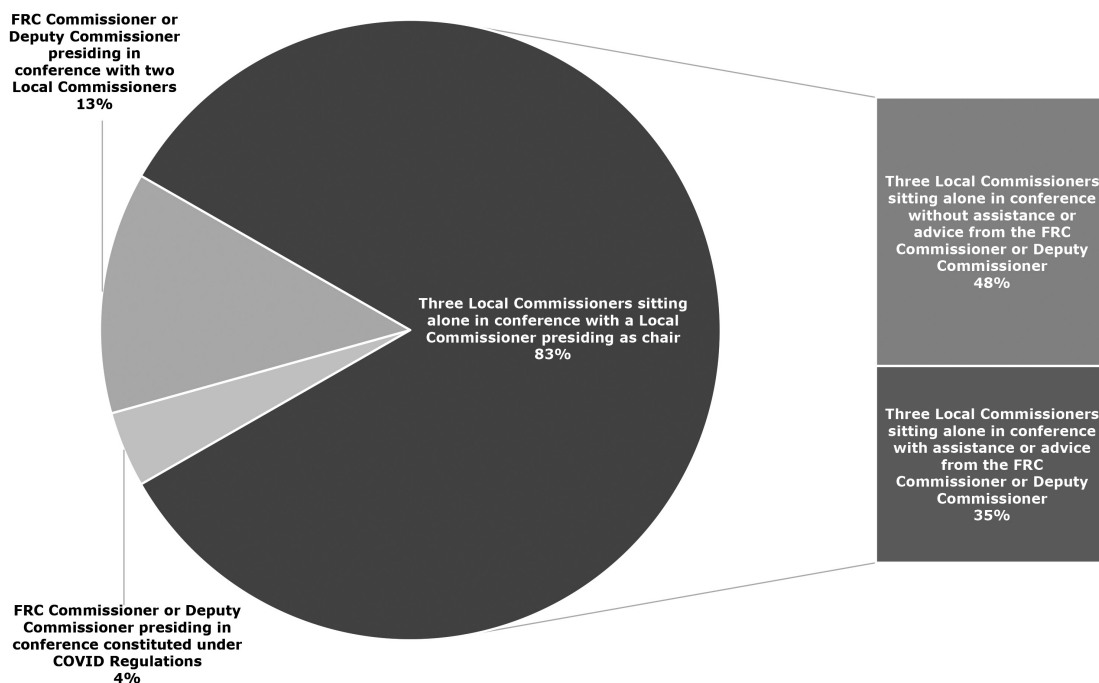
FRC registry and decision-making functions



When deciding to hold a conference in relation to a community member named in an agency notice it is the function of the Commissioner to appoint up to three Local Commissioners¹ to comprise the panel and decide the matter, having regard to the knowledge and experience of each Local Commissioner to determine the issues to which the agency notice relates, cultural and gender diversity considerations and potential conflicts of interests.

As seen in previous years the vast majority (83 percent) of Commission decisions at conference throughout 2020-21 continue to be made by three Local Commissioners sitting alone to constitute the panel.

Conferences Constituted 2020-21



Graph 1: Constitution of conferences 1 July 2020 to 30 June 2021.

Quality assurance and oversight of decisions

All Commission decisions are made within a legal framework. There are mechanisms in place to ensure appropriateness and consistency of FRC decisions including:

- the appointment of a legally trained and suitably qualified Commissioner, and deputy if appointed, with the statutory function to ensure the efficient discharge of Commission business including the holding of conferences and making decisions about agency notices under the FRC Act
- monitoring of Commission decisions when made at conference by a panel comprised of three Local Commissioners sitting alone and
- the delivery of regular and appropriate training to Local Commissioners and registry staff to perform their statutory duties and achieve the objects of the FRC Act.

1. A pool of Local Commissioners for each welfare reform community area are appointed by Governor in Council for a term: section 12(2) and (3) of the FRC Act.



FRC registry and decision-making functions

The Commissioner is required under the FRC Act to monitor all decisions made at conference by a panel constituted entirely by three Local Commissioners to ensure consistency of decision-making. Commissioner Williams, with the assistance of Deputy Commissioner Curtin does so in several ways.

Firstly, Local Commissioners can seek legal advice and guidance from the FRC Commissioner or Deputy Commissioner prior to determining a matter at conference. Throughout the 2020-21 financial year 1,244 conferences were presided over and constituted by three Local Commissioners sitting alone, and for 526 of these conferences, legal advice and guidance was sought by Local Commissioners from either the FRC Commissioner or Deputy Commissioner (these are deemed 'Commissioner assisted conferences' for reporting purposes).

Secondly, following all conferences, the FRC Commissioner conducts a review of every outcome. In this reporting period 98.4 percent of decisions (1,224) were monitored by the Commissioner within 28 days of the date of conference.

The FRC remains committed to building the capability of Local Commissioners so they continue to make reasonable and proportionate decisions reflective of the evolving and often complex needs of community members, their families and broader community expectations and standards of behaviour. The FRC provides regular training and assistance to Local Commissioners to support their ongoing ability to perform their duties as statutory decision-makers.

During the reporting period Commissioner Williams and Deputy Commissioner Curtin delivered training to Local Commissioners in small groups within their respective communities on topics relevant to their individual capabilities and requirements. Examples of topics included alternative dispute resolution, statutory interpretation of key provisions of the FRC Act and sessions on the topic of 'What is a good decision?' Details of outcomes derived from this training can be found in the 'FRC decisions have a focus on capacity-building' section on page 19.

Formal training was also delivered at workshops in Cairns with Local Commissioners from each of the five communities. Subject matter experts presented on topics such as corruption, emotional intelligence, and domestic and family violence. Further details about the FRC's annual development week to support Local Commissioners can be found on page 50.

Conferences constituted as part of the COVID Emergency Response

A total of 59 conferences were held pursuant to the *Family Responsibilities Commission (COVID-19 Emergency Response) Regulation 2020* (FRC's COVID-19 Regulation). These conferences permit the panel deciding a conference or hearing to be constituted by either the FRC Commissioner or Deputy Commissioner, and one Local Commissioner. In these limited circumstances the FRC Act is still to be administered in such a way that the wellbeing and best interests of children are paramount and the interests, rights and wellbeing of other vulnerable people living in the community are safeguarded. It was considered in the best interest of vulnerable clients and children that these matters proceed pursuant to the FRC's COVID-19 Regulation and not be adjourned.

The FRC's COVID-19 Regulation is particularly important to the Commission in light of the Mossman Gorge Local Commissioners being reduced to only two members from 1 July 2021. Should one Local Commissioner be unable to sit in conference, the conference cannot be held without this regulation. For further detail regarding the appointment of Local Commissioners, refer to the Challenges and outlook section of this report.

FRC registry and decision-making functions



Application hearings held to consider changing needs of community members

Following the decision of the Commission at conference relating to an agency notice, a community member who is the subject of that decision, can make an application to the FRC seeking to alter or end the original decision because their circumstances or behaviours have changed. During this reporting period 27 amend or end applications were heard.

Timely decision-making with increased client participation

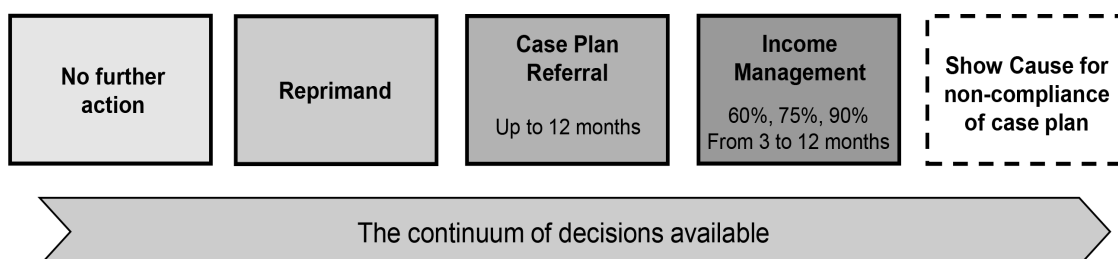
This reporting period has seen a renewed focus on timely decision-making and on encouraging agreements to be made in the first instance (pursuant to sections 46 and 68 of the FRC Act). A review of conferencing strategies was undertaken to engage clients in a more holistic fashion and encourage them to participate in the FRC's decision-making process.

During the 2020-21 financial year 89 percent of agency notices received were determined within two conferences held with the client, whilst 83 percent of clients who were served a notice to attend a conference, participated in the FRC's decision-making process by attending at least once.

The Commission often reschedules or adjourns conferences and hearings to accommodate the attendance of clients and/or support persons or to obtain updated information from service providers about progress made under active case plans. Adjournments can also be used in circumstances where clients have developed insight into their own behaviours and would like sufficient time to take personal responsibility and implement their own strategies, often with assistance from within their own family and/or other support network to address the notifying behaviours.

FRC decisions have a focus on capacity-building.

Decisions can be made by agreement or order of the Commission. Community members can also voluntarily request referrals or income management. A continuum of possible decisions made at conference follows.



Section 5 of the FRC Act is clear in stipulating that matters should be dealt with in a manner that facilitates early intervention, delivers timely decisions, supports the change of behaviour sought, supports the exercise of local authority and makes use of community support services. The primary goal of the Commissioners is to enter into an agreement with the community member in the first instance. Clients may seek to amend or end a decision by demonstrating their circumstances have changed and children/vulnerable persons would not be detrimentally impacted by the alteration to the decision.



FRC registry and decision-making functions

The Local Commissioners continued to receive training this year, as they did in the 2019-20 financial year, on techniques to facilitate appropriate discussions in conference with clients and their families, and how to instil an understanding by clients during conference of the value in seeking timely and targeted support from community-based providers to change their behaviour and minimise collateral harm to others.

There continues to be an increased trend across all communities which is indicative of clients assuming greater personal responsibility and demonstrating insight regarding their actions at the earliest opportunity (i.e., agreements entered into at conference). The trend continues to increase as demonstrated through statistics compiled for this reporting period which reveal that nearly two-thirds (63 percent) of all decisions to attend such support services have been by agreement.

Activity this year has resulted in a significant increase in clients referred to attend support services under either a Family Responsibilities Agreement (FRA) or Order, up from 286 clients referred at the end of 2019-20 to 359 clients at the end of 2020-21 – the highest number in the Commission’s 13-year history.

One of the remarkable advances in the adoption of personal responsibility by clients has been the increase of agreements for case plans in Doomadgee. There has been an eleven-fold increase in the number of FRAs to attend support services in 2020-21 compared to the previous financial year, demonstrating a broad appeal to embracing support offered by the Commissioners through referrals and case plans.

Further information regarding conference activity and outcomes during the reporting period can be found in the Non-financial performance outcomes section.

Conference outcomes	2019-20	2020-21	% change
Agreements to attend community support services	23	271	+1078%
Orders made to attend community support services	302	157	-48%

Referral pathways and case management have continued to grow.

Commissioners are guided by the FRC Act, sections 4 and 5, to encourage community members to engage in socially responsible ways, and in doing so, make appropriate use of community support services. The Commissioners use the referral pathways available in each community to strengthen the client’s resilience to face the challenges they experience, and to ensure the wellbeing and safety of children and vulnerable people through broad-based counselling and education.

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, DV or social and emotional 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
- School Attendance Officers to assist parents to ensure children attend school or
- other appropriate support services.

FRC registry and decision-making functions



As demonstrated in the table below the Commissioners have continued to increase referrals from FRAs and Orders which has resulted in a 29 percent increase from the previous financial year. Of note is the increase of 541 percent from the 2018-19 financial year.

Number of referrals from FRAs and orders	2018-19	2019-20	2020-21
Referrals to service providers ²	81	402	519

The increase in the number of referrals is a direct result of the Commissioners' focus on seeking specialist assistance for clients to build their capacity and resilience to cope with life challenges. The increase in referrals is likewise reflected in the increase in clients referred – an increase of 26 percent. The increase in the number of referrals (and number of clients referred) has resulted in additional challenges for those support services who must meet this exponential increase from their current resources. We refer the reader to the Challenges and outlook section for further information in this regard.

Where a client has multiple or complex issues to address, Commissioners may refer the client to more than one support service. Referrals to support services may be made on the basis of an FRA, where a client agrees to attend a support service and the client and Commissioners agree on the action to be taken together. Alternatively, Commissioners may make a decision to direct a client to attend a support service/s. Progress reports are received from service providers and clients are assessed to determine if they are fulfilling their obligations under the agreement or order. Together with local knowledge, additional information may be sought from agencies and service providers where appropriate to provide the best support possible for the client. The Commission is aided in this capacity by Part 8 of the FRC Act which outlines sophisticated provisions about information exchange between the FRC and relevant entities. Service providers and other persons who can make a useful contribution to the conferencing process are encouraged to attend conference proceedings and discuss the decision-making processes with the Commissioners.

Conditional income management – a nuanced approach of ‘last resort’

At conference, a decision may be made to issue a client with a CIM order. Due consideration is given to the individual circumstances of the client and whether alternative action is more appropriate. CIM orders are considered as a last resort, with Commissioners endeavouring to enter into an FRA with the client agreeing to CIM in the first instance.

Following conference, the Commission is required by the FRC Act to notify the Secretary of the Department of Social Services (DSS) with details of the CIM order, whereby the community member's welfare payments are income managed by DSS in accordance with the decision of the Commission and remains subject to FRC's continued jurisdiction. A BasicsCard, and now more recently its replacement, the Cashless Debit Card (CDC), is issued to the community member by Services Australia to reflect the Commission's CIM order. Details of the process available to FRC clients, including those on the BasicsCard or CDC, seeking to end or change their income management status is discussed in the relevant section on page 23.

2. A case plan can have multiple referrals e.g. a client may be referred to both the Wellbeing Centre and MPower under the same case plan.



FRC registry and decision-making functions

The Commissioners utilise CIM as a tool to support people and children at risk, promote socially responsible choices, and as an incentive to meet individual and community obligations by drawing together a network of support services to focus on the individual's skills gaps (social and economic). CIMs are issued for a defined period (no longer than 12 months) with the Commissioners determining whether 60, 75 or 90 percent of fortnightly welfare payments are managed. Community members may apply to the Commission to have their CIM amended or ended. Commissioners consider each application to ascertain whether the client has made sufficient progress to justify an amend or end decision.

As demonstrated in the table following, the growing number of clients placed on a case plan without a CIM during this reporting period clearly demonstrates that CIM is delivered with a highly targeted and flexible approach nuanced to the client's circumstances.

Clients placed on case plans and CIMs	2019-20	2020-21
Number of clients placed on a case plan and CIM	112	55
Number of clients placed on a case plan without a CIM	174	304
Number of clients placed on a CIM without a case plan	53	35

Voluntary income management – a 'right fit for many' who self-refer

The FRC Act sets out a process under which a community member can voluntarily seek help from the Commission for a referral to a community support service (voluntary case plan) or be subject to VIM. In these circumstances the Commission has not received notification from a relevant government agency alleging certain behaviours, and the community member would not otherwise be mandated to attend conference and be the subject of an FRC decision.

The 2020-21 reporting period has seen a growth in the number of community members willing to enter into a VIM agreement. Although the number of clients who have engaged with the FRC on a voluntary basis remains small, it is nonetheless consistent with a broader trend of community members – specifically those entering into FRAs – who are exhibiting an increased self-awareness of their personal circumstances and are willing to accept assistance from the Commission at the earliest opportunity.

Number of voluntary agreements for voluntary income management	2019-20	2020-21	% change
Voluntary agreements for VIM	20	94	+370%

Financial year 2020-21	Qtr 49 Jul-Sept	Qtr 50 Oct-Dec	Qtr 51 Jan-Mar	Qtr 52 Apr-Jun
Voluntary agreements for VIM	5	4	18	67

FRC registry and decision-making functions



VIM agreements are seen as a useful tool to assist community members to manage their budget and meet the cost of everyday essentials. Elderly community members (who have not otherwise been referred to the FRC) are also volunteering to have a portion of their welfare payments subject to income management to help safeguard for their own needs, and not be subject to humbugging and/or other elder abuse or violence.

Following the Australian Government and Services Australia transitioning from the BasicsCard to the CDC in FRC communities from 17 March 2021, requests by community members to voluntarily participate in income management has risen steeply. Several factors account for the steep rise including greater flexibility offered by the CDC, the card having the appearance of many other bank cards, and community members having developed a greater understanding of the benefits gained to their lifestyle and security through VIM. Further details and analysis regarding the increase in VIM agreements and transition from the BasicsCard to the CDC can be found in the Significant events and achievements section of this report.

Applications to amend or end agreements or orders

Applications to amend or end an agreement or order are considered an important means of ensuring that FRC decisions remain applicable to the changing needs and circumstances of clients. This mechanism affords clients an opportunity to apply to the Commission to amend or end their agreement or original order by providing their reasons for making the application. Commissioners view the hearing of the applications as an opportunity to engage with clients. Each application follows a transparent process and is considered by the Commissioners on its own merit whilst observing the principles of natural justice. A timely decision on the application is made pursuant to section 99 or section 109 of the FRC Act and may include either agreeing or refusing to amend or end an agreement or order, or if the Commissioners deem the application frivolous or vexatious, dismissing the application. The opportunity afforded in hearing these applications is utilised by the Commissioners to encourage clients to continue to address any remaining challenges and to exercise personal responsibility in their lives.

Amend or end applications received	2019-20	2020-21
Applications to amend or end received	62	29

Statistical reporting and analysis of referenced data

Additional statistical reporting and analysis of the data referenced in this chapter can be found at the Commission's performance and activity data from page 26.



Non-financial performance outcomes

The FRC model is designed 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.

The policy context for the FRC is aligned with, and achieves outcomes relevant to, several Queensland Government objectives and initiatives.

The Commission's activities support the broader welfare reforms implemented across Cape York Peninsula since 2008 and the 'Our Future State: Advancing Queensland's Priorities' published by the Queensland Government:



CREATE JOBS IN A STRONG ECONOMY

by assisting clients to access support services to achieve the confidence and capability needed to obtain employment, creating purpose and allowing families to fully participate in society, 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 Commission delivers services to five communities, all of which are culturally unique and some of which are geographically remote. Each community is different, yet each can be characterised by the entrenched disadvantage of Indigenous community members. High rates of welfare dependency and multi-generational poverty have resulted in communities with individuals and their families with complex needs.

In meeting this challenge, the Commission works with community-based service providers and partner agencies with statutory requirements under the FRC Act¹ and the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) as part of a linked service system to achieve individualised client outcomes.

1. Department of Education, Department of Children, Youth Justice and Multicultural Affairs, Department of Communities, Housing and Digital Economy, Department of Justice and Attorney-General (Queensland Courts) and the Queensland Police Service.

Non-financial performance outcomes



In doing so the FRC complements several Queensland Government strategies and reforms such as:

- **‘Moving Ahead strategy’** – a whole-of-government strategy to improve Indigenous economic participation. The FRC assists Indigenous Queenslanders in remote communities to achieve the outcomes sought by facilitating their access to support services to overcome barriers to employment and training.
- **‘Our Way’ strategy and ‘Changing Tracks’ action plan** – to build upon existing initiatives such as the FRC to ensure Indigenous children grow up in a safe and nurturing environment and address the over-representation of Indigenous children in Queensland’s child protection system. A detailed analysis of the alignment between the ‘Our Way’ strategy and the FRC Act can be found at Appendix B.
- **‘Tracks to Treaty’ commitment** – aimed at rebuilding the relationship between the Queensland Government and Indigenous peoples structured upon mutual respect, recognition, acknowledging a shared history and the right to self-determination. The principle of Indigenous local authority is a cornerstone of the FRC model and is a primary example of true self-determination by Aboriginal people as decision-makers, supporting their community members to overcome life challenges and become primarily responsible for their own wellbeing.
- **‘Local Thriving Communities’ reform** – reframing and reforming how the Queensland Government works with Indigenous communities to deliver better outcomes through the establishment and continued operations of the FRC (with locally appointed decision-makers) after extensive consultation with each of the five welfare reform community areas.
- **‘Queensland Indigenous Procurement Policy’** – providing a whole-of-government framework to increase procurement with Indigenous businesses to grow and develop a diverse and sustainable Indigenous business sector and improve employment outcomes and opportunities for Aboriginal and Torres Strait Islander peoples. Over 70 percent of the FRC’s annual budget (the reader is referred to page 71) is allocated to community operations, with the chief purpose of facilitating conferences and hearings in remote Aboriginal communities and undertaking ongoing case management of clients in collaboration with local service providers. These operational expenses directly benefit local and regional economies and is consistent with the objectives of both the Queensland Indigenous Procurement Policy and the Moving Ahead strategy.

The FRC’s client outcomes assist the Queensland Government to achieve national targets and commitments under bilateral agreements with the Australian Government.

The Commission’s activities specifically support DSDSATSIP – the department responsible for promoting and monitoring the government’s progress to Closing the Gap on Aboriginal and Torres Strait Islander disadvantage – to reach the agreed national targets.



Non-financial performance outcomes

The FRC helps ‘Close the Gap’ on disadvantage in five remote communities.

In February 2021 the Commission undertook a longitudinal performance assessment of outcomes achieved since the commencement of its operations in July 2008 to July 2020.

It showed positive trends emerging in the five remote Aboriginal communities where the FRC operates, with specific evidence of progress being made to Close the Gap in the following areas of disadvantage:

Reducing the rate of over representation of Indigenous children in out of home care	
Closing the Gap target Reduction of 45% by 2031	FRC outcome already achieved Notices received for child safety investigations have decreased by 69% resulting in children less likely to be removed

Increasing the proportion of Indigenous people living in appropriately sized housing	
Closing the Gap target Increase to 88% by 2031	FRC outcome already achieved Notices received about residential tenancy agreements to tenants (for not complying with a remedy notice) have decreased by 32% resulting in increased housing stability

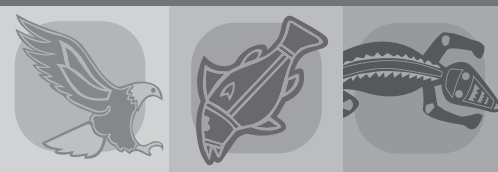
Reducing the rate of Indigenous adults held in incarceration	
Closing the Gap target Reduction of at least 15% by 2031	FRC outcome already achieved Notices received from the District and Supreme Courts have decreased by 23% indicating a desirable downward trend in the incidence of more serious indictable offences in FRC communities

Further details about the FRC’s longitudinal performance assessment and evidence of the Commission’s client and community-level impact can be found at page 51.

The FRC’s performance and activity data shows linkages between client outcomes and the FRC’s strategic objectives and indicators.

The following statistical report and analysis of the Commission’s non-financial performance outcomes is for the period 1 July 2020 to 30 June 2021. This data, additional to the statistical information cited elsewhere in this report, is used by the FRC’s Executive Management Team (EMT) to monitor the organisation’s progress in achieving the main objectives of the Strategic Plan 2018-22.

Non-financial performance outcomes



The FRC knows its clients and communities.

From 1 July 2020 to 30 June 2021, the Commission received a total of 8,685 agency notices across a range of notifiable behaviours of which 4,509 notices relating to 1,077 clients were within jurisdiction, comprising:

Table 1: In jurisdiction notices by type and community 1 July 2020 to 30 June 2021.

Type of notice	AU	CO	DM ²	HV	MG	Total
Supreme Court	0	0	-	0	0	0
District Court	25	1	-	0	0	26
Magistrates Court	817	91	-	314	100	1,322
Domestic Violence Breach	68	13	-	29	8	118
Domestic Violence Order	141	17	-	47	21	226
School Attendance	810	69	1,172	425	65	2,541
School Enrolment	3	3	0	5	1	12
Child Safety and Welfare						
Child Concern Reports	28	12	140	25	10	215
Finalised Child Protection Investigations	14	0	0	4	0	18
Housing Tenancy	21	0	-	7	3	31
Total	1,927	206	1,312	856	208	4,509

Further details of notices within jurisdiction for each community are set out below:

- Aurukun (AU) received 1,927 notices relating to 433 clients (222 female and 211 male)
- Coen (CO) received 206 notices relating to 60 clients (30 female and 30 male)
- Doomadgee (DM) received 1,312 notices relating to 275 clients (189 female and 86 male)
- Hope Vale (HV) received 856 notices relating to 256 clients (123 female and 133 male)
- Mossman Gorge (MG) received 208 notices relating to 53 clients (31 female and 22 male).

2. Agency notices for the community of Doomadgee are presently received from the Department of Education and the Department of Children, Youth Justice and Multicultural Affairs only.



Non-financial performance outcomes

Table 2: In jurisdiction notices by type and quarter 1 July 2020 to 30 June 2021.

Type of notice	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
Supreme Court	0	0	0	0	0
District Court	11	0	4	11	26
Magistrates Court	292	308	344	378	1,322
Domestic Violence Breach	14	28	31	45	118
Domestic Violence Order	68	36	72	50	226
School Attendance	723	684	553	581	2,541
School Enrolment	3	1	4	4	12
Child Safety and Welfare	69	67	49	48	233
Housing Tenancy	1	1	2	27	31
Total	1,181	1,125	1,059	1,144	4,509

Table 3: In jurisdiction notices by community and quarter 1 July 2020 to 30 June 2021.

Number of notices	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
Aurukun	444	468	502	513	1,927
Coen	61	60	48	37	206
Doomadgee	391	346	278	297	1,312
Hope Vale	234	200	188	234	856
Mossman Gorge	51	51	43	63	208
Total	1,181	1,125	1,059	1,144	4,509

Since 2016-17 there has been a general trend showing a decrease in the total number of notices (within jurisdiction) received by the Commission from 7,781 to 4,509 in 2020-21.³

Our clients have complex needs.

Over-crowded housing, high rates of Indigenous welfare dependency and multi-generational poverty have resulted in communities with high numbers of individuals and families with complex needs. Table 4 provides some insight into the complexity of the issues faced by many clients. During the financial year 716 clients (66 percent) were notified to the Commission with only one type of notice, whilst the remaining 361 clients (34 percent) received more than one type of notice.

3. 2016-17 (7,781); 2017-18 (5,588); 2018-19 (5,670); 2019-20 (4,941); 2020-21 (4,509)

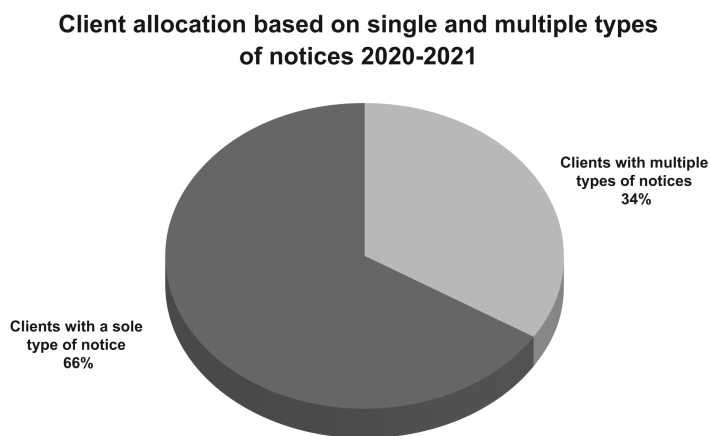
Non-financial performance outcomes



Table 4: FRC clients by the number of types of notices 1 July 2020 to 30 June 2021.

Number of types of notices received	Number of clients
1	716
2	275
3	63
4	19
5	4
Total	1,077

Graph 2: Client allocation based on single and multiple types of notices 2020-2021.



Investigations reveal the following information regarding the types of sole notices received by FRC clients during the reporting period:

- 32 percent received a school attendance (EQ) notice
- 21 percent received a Magistrate Court (MAG) notice
- 6 percent received a domestic violence order (DVO) notice
- 5 percent received a child safety and welfare (CS) notice and
- 1 percent received a housing tenancy breach (HT) notice.

The remaining sole notices received for Commission clients were 3 clients with a District Court (DIS) notice, 5 clients with a DV breach (DVB) notice and 2 clients with a school enrolment breach (SEN) notice.

Additional insight into the complexity of issues faced by clients can be seen in the following table which shows the combination of notices received for the 361 clients with more than one type of notice. One can see that predominantly there is a nexus between Court convictions and domestic violence orders/breaches with education notices and child safety issues, and also a strong nexus between child safety issues and education notices.



Non-financial performance outcomes

Table 5: FRC clients by number of types of notices 1 July 2020 to 30 June 2021.

Type of notice/s ⁴	Number of clients	Type of notice/s ⁴	Number of clients
CS, DVB, DVO, EQ	1	DVB, DVO, EQ	1
CS, DVB, DVO, EQ, MAG	4	DVB, DVO, EQ, MAG	7
CS, DVB, DVO, MAG	3	DVB, DVO, MAG	8
CS, DVB, EQ, MAG	1	DVB, EQ	1
CS, DVO	2	DVB, EQ, HT, MAG	2
CS, DVO, EQ	3	DVB, EQ, MAG	7
CS, DVO, EQ, MAG	3	DVB, HT, MAG	2
CS, DVO, MAG	2	DVB, MAG	30
CS, EQ	85	DVO, EQ	10
CS, EQ, HT	1	DVO, EQ, HT, MAG	1
CS, EQ, MAG	13	DVO, EQ, MAG	17
CS, EQ, SEN	2	DVO, HT	1
CS, MAG	7	DVO, MAG	60
CS, MAG, SEN	1	DVO, SEN	1
DIS, DVB	1	EQ, HT	7
DIS, DVB, SEN	1	EQ, HT, MAG	2
DIS, DVO, EQ	1	EQ, MAG	55
DIS, DVO, EQ, MAG	1	EQ, SEN	4
DIS, EQ, MAG	2	HT, MAG	4
DIS, MAG	2	MAG, SEN	1
DVB, DVO	4		
Total			361

The FRC improves community wellbeing by supporting the restoration of socially responsible standards of behaviour.

The FRC uses conferences as a forum to discuss with clients the issues outlined in an agency notice/s. Conferences are held in a manner which facilitates early intervention and encourages clients to take personal responsibility for their actions. From 1 July 2020 to 30 June 2021 a total of 1,491 conferences were held relating to 665 clients.

4. Descriptions for each type of notice acronym can be found in the glossary.

Non-financial performance outcomes



Table 6: Conferences by community and quarter 1 July 2020 to 30 June 2021.

Conferences	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
Aurukun	140	212	145	145	642
Coen	15	19	9	26	69
Doomadgee	101	117	117	93	428
Hope Vale	57	56	74	60	247
Mossman Gorge	18	20	26	41	105
Total	331	424	371	365	1,491

Conferences during the financial year resulted in 271 agreements to attend community support services (an increase of 1,078 percent when compared to 2019-20), 1 CIM agreement, 157 orders made to attend community support services and 93 CIM orders issued (a 58 percent decrease from the previous reporting period). As a subset of the total number of conferences conducted for the financial year, 207 DV conferences were conducted in Aurukun, Coen, Hope Vale and Mossman Gorge.

Clients on conditional income management

From 1 July 2020 to 30 June 2021, there was a total of 94 CIMs relating to 90 clients, a decrease of 45 percent from the 165 clients on CIM in 2019-20.

Table 7: Conditional income management by community and quarter 1 July 2020 to 30 June 2021.

Number of CIMs	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
Aurukun	14	14	4	8	40
Coen	3	2	0	3	8
Doomadgee	8	6	2	7	23
Hope Vale	6	0	2	4	12
Mossman Gorge	4	0	4	3	11
Total	35	22	12	25	94

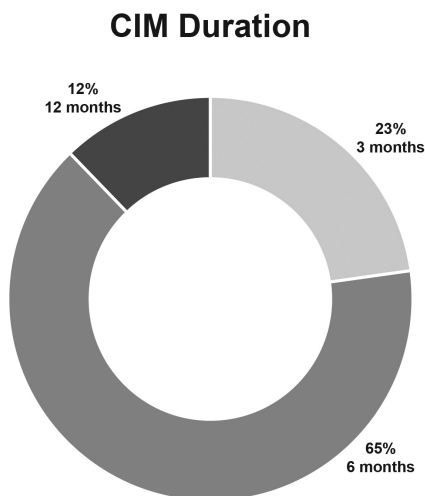
As of 30 June 2021, there were 65 clients subject to a current CIM with 54 percent at 60% and 54 percent for a 12-month duration. As a subset of the total number of CIMs in the financial year, 9 CIMs were made at conference in relation to DV notifying behaviours.



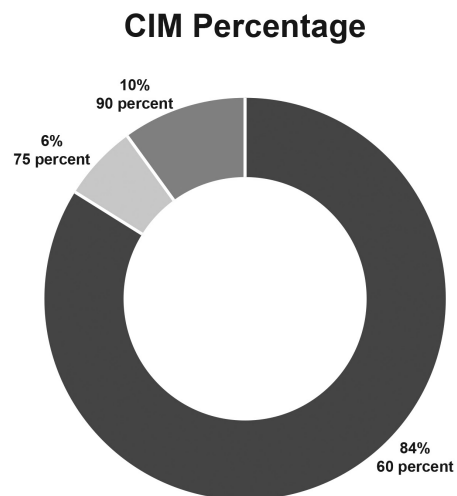
Non-financial performance outcomes

Since the transition of the BasicsCard to the CDC on 17 March 2021 the Commission has processed 31 CIMs as follows:

Graph 3: Breakdown of CDC CIMs by duration
17 March 2021 – 30 June 2021.



Graph 4: Breakdown of CDC CIMs by percentage
17 March 2021 – 30 June 2021.



The above statistical information demonstrates the FRC's continued use of CIM is proportionate to the client's circumstances and that CIM is used to encourage personal responsibility with terms and percentages of CIM orders and agreements adjusted according to the client's progress or lack thereof. During the 2020-21 reporting period CIM clients were more likely to have 60 percent of the welfare payments income managed, for a period of 6 months or less.

Clients on voluntary income management

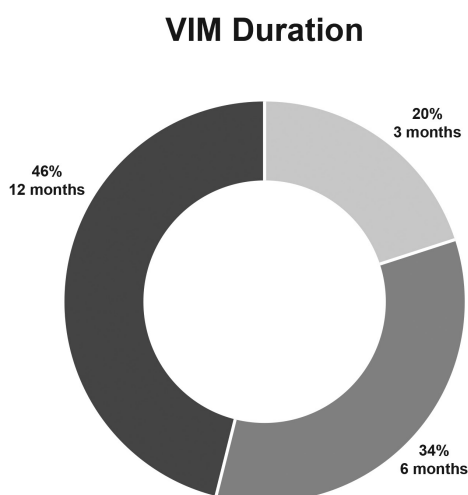
The Commission processed 94 VIM agreements (an increase of 370 percent from 2019-20) for 89 clients. Since the commencement of the Commission 228 clients (148 female and 80 male) have had an active VIM agreement. As of 30 June 2021, there were 79 clients on a current VIM, with 75 percent at 60% and 53 percent for a 12-month duration.

Non-financial performance outcomes

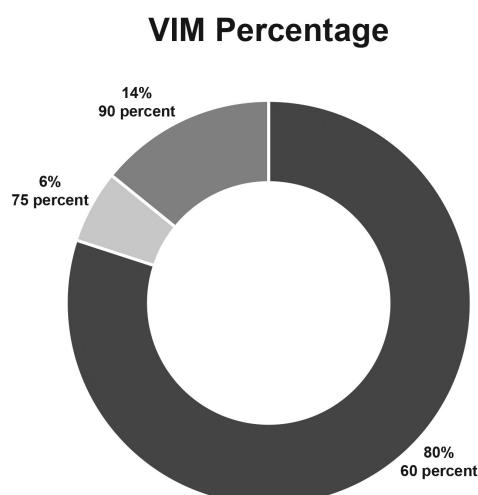


Since the transition of the BasicsCard to the CDC on 17 March 2021 the Commission has processed 79 VIM agreements for 74 clients as follows:

Graph 5: Breakdown of CDC VIMs by duration
17 March 2021 – 30 June 2021.



Graph 6: Breakdown of CDC VIMs by percentage
17 March 2021 – 30 June 2021.



Out of the 74 clients who entered into a VIM agreement under the new CDC program, 65 still had a current VIM at the end of the financial year and there were nine clients who either entered into a new VIM agreement on the completion of their existing agreement or ended their agreement prior to the end of the financial year. For these nine clients:

- 56 percent entered into a further VIM agreement on completion of their original VIM, again at 60% but extended from 3 to 12 months
- 33 percent decided not to renew their VIM agreements
- 11 percent ended their VIM via a voluntary amend/end application.

As of 30 June 2021, there were more clients on a VIM than a CIM, demonstrating that the FRC is achieving its strategic objective of encouraging community members to resume primary responsibility for their wellbeing and that of their families. Further details about the uptake of voluntary income management by community members across all FRC communities through the successful transition to the CDC can be found in the Significant events and achievements section of this report.



Non-financial performance outcomes

The FRC improves community responsibility by building partnerships and helping people to resume primary responsibility.

Referrals help build individual client capabilities.

Referrals to service providers are an integral part of achieving the Commission’s strategic outcomes of improved community wellbeing and responsibility. During this reporting period 519 referrals were made (inclusive of FRAs and Orders) to attend support services for 359 clients. This is the highest number of clients referred since the commencement of the Commission.

The number of referrals from FRAs and Orders for the financial year represents a 29 percent increase from the previous reporting period of 402 referrals. As a subset of the total number of these referrals in the financial year, 110 referrals were made in relation to DV conferences.

Table 8: FRC referral pathways by referral type and quarter 1 July 2020 to 30 June 2021.

Referral type	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
BBNAC	0	0	1	0	1
Cape York Employment	0	0	4	3	7
CRAC	0	0	1	0	1
Cooktown District Community Centre	0	0	0	3	3
Gungarde (Family Wellbeing Services)	5	3	2	3	13
Mossman Elders Justice Group	0	0	0	1	1
Mossman Support Services	0	1	0	2	3
MPower	8	23	22	38	91
Mulungu (Family Wellbeing Services)	6	1	0	2	9
PCYC	0	0	2	8	10
QLD Health	2	3	1	2	8
RAATSICC (Family Wellbeing Services)	0	7	7	2	16
Save the Children	12	35	9	2	58
School Attendance Officer	33	32	22	40	127
WBC - Apunipima	20	32	78	28	158
WBC - NWRH	4	2	5	2	13
Total	90	139	154	136	519

Non-financial performance outcomes



The types of client interactions during the financial year reinforce the Commission’s belief that our clients are displaying a willingness to change and taking personal responsibility for their own wellbeing and that of their family. The following highlights for the period 1 July 2020 to 30 June 2021 support our assertion:

- 46 percent of clients entered into an FRA or self-referred to the FRC and sought a voluntary agreement during the financial year
 - As a subset of the above, 18 percent of clients specifically entered into a voluntary agreement with either no other interactions, or a decision for no further action
- 15 percent of clients did not require any further action on their matter/s, where no further action was the only outcome
- 11 percent of clients were considered to require only a reprimand for their actions.

There remains a small cohort of clients who come before the Commission who are still developing insight into their actions and are less inclined to change their behaviours. The Commissioners have made the following decisions in those situations: 13 percent of clients were ordered to attend a support service; 5 percent of clients were placed on a CIM order; and 5 percent of clients were placed on a CIM order and ordered to attend a support service. During the course of the financial year these clients may also have had an order for no further action, reprimand or both.

Additionally, where clients present with complex and multifaceted issues, and could benefit from peer or family support, the FRC may coordinate a number of referrals to multiple service providers through a broadened case management approach. In these circumstances assistance may also be extended to family members as part of a holistic approach to aid the client’s journey towards making positive lifestyle changes.

More partnerships have led to increased referral pathway options for clients.

The Commission is continually seeking to identify additional support service pathways to broaden the scope of options for clients seeking assistance, leading to an increase of active community service partners in 2020-21, up from the previous year.

Number of active FRC community service provider partnerships	
9	16
2019-20 financial year	2020-21 financial year

As a key objective of the Commission’s strategic plan, building and maintaining a network of community-based partnerships helps achieve the Commission’s legislative requirement to ‘make appropriate use of community support services’⁵ as the mechanism through which clients can be helped to resume primary responsibility for their own wellbeing. An increase in referral pathway options across all five welfare reform communities means Commissioners can tailor case plans to better suit the individual needs of clients and their family.

5. Section 5(2)(a)(iii) of the Family Responsibilities Commission Act 2008.



Non-financial performance outcomes

Show Cause hearings are another tool to hold clients accountable.

From 1 July 2020 to 30 June 2021, no Show Cause hearings were held. These hearings are intended by the FRC Act to be a formal mechanism to address non-compliance with a requirement under a case plan to attend a community support service. The proposed actions for a Show Cause notice given to a person include 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. Conversely the Commissioners may elect to take no further action. Each Show Cause hearing is decided on its merit.

During this reporting period no clients were issued with a Show Cause notice to come before the Commission for non-compliance of their case plan/s due to the following:

- lack of (or limited) support services available on the ground due to COVID travel restrictions
- lack of evidence from support services that client engagement was attempted
- lack of reporting from service providers leading to limited, or no information from which to proceed on a Show Cause for non-compliance.

Additionally, the FRC has been witnessing an increase in the number of clients demonstrating proactive steps to take personal accountability for their actions and commit to a journey towards self-improvement. This is best demonstrated by clients entering into agreements to willingly accept referrals and be placed on a case plan, along with those self-referring community members seeking to voluntarily participate in income management. These collaborative actions in the main have averted the need to conduct a Show Cause assessment.

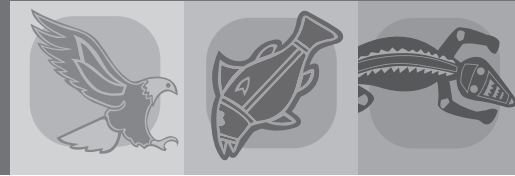
Applications to amend or end agreements or orders

From 1 July 2020 to 30 June 2021, 29 applications relating to 26 clients (20 females and 6 males) to amend or end an agreement or order (including voluntary agreements) were received.

Table 9: Applications to amend or end agreements or orders by community and quarter 1 July 2020 to 30 June 2021.

Number of applications	Qtr 49	Qtr 50	Qtr 51	Qtr 52	Total
Aurukun	3	2	7	3	15
Coen	0	0	1	0	1
Doomadgee	0	2	3	0	5
Hope Vale	4	2	1	0	7
Mossman Gorge	1	0	0	0	1
Total	8	6	12	3	29

Non-financial performance outcomes



The applications resulted in 22 applications granted, 5 applications refused, 1 application withdrawn by the client and 1 application received at the end of the financial year with the decision pending.

Whether the outcome was successful depends on what the client requested. This year 76 percent of applications were granted. Twelve applications resulted in the revocation of income management agreements, income management orders and voluntary income management agreements.

Accepted applications:

- 9 CIM agreements and orders ended
- 3 VIM agreements ended
- 1 CIM order amended from 90% to 60% for the remaining period of the existing order
- 2 CIM orders amended from 75% to 60% for the remaining period of the existing order
- 1 CIM order amended from 75% to 60% for the remaining period of the existing order and client placed on a case plan
- 4 Case plan agreements ended
- 2 Case plan orders ended.



Community operations Aurukun

FRC operations in Aurukun were undertaken by Local Commissioners Edgar Kerindun, Doris Poonkamelya, Ada Woolla, Dorothy Pootchemunka, Vera Koomeeta and Keri Tamwoy, supported by Local Registry Coordinator Bryce Coxall. An account of their operations during the reporting period follows.

Aurukun Commissioners' report

This year we worked hard to strengthen engagement between the FRC, key government agencies and support services in Aurukun to work collaboratively to better support community members and their families.

Significant achievements

With the support of our Local Registry Coordinator, Bryce Coxall and registry staff we set priorities for the year and have achieved some quite significant progress:

- 123 Family Responsibilities Agreements entered into with our clients expressing a willingness to attend support services (a great increase from no agreements recorded in the 2019-20 financial year)
- 234 referrals to support services under a Family Responsibilities Agreement or Order (an increase of 29 percent from the 2019-20 financial year and the most referrals made by us annually since the 2013-14 financial year)
- 165 clients referred to support services under a Family Responsibilities Agreement or Order (an increase of 23 percent from the 2019-20 financial year) with 36 new clients being supported by the FRC and our partners in community
- 69 VIM agreements entered into by self-referring community members (the highest number of VIMs entered into by Aurukun community members in the history of the FRC).

Linking with partners and clients to deliver an intensive case management approach

The increase in our workload caused by a greater willingness of our clients to accept support from the FRC has meant there has been an increase in the demand for services to be delivered by our partners. We have strengthened our relationships with key partners like the Wellbeing Centre, Cape York Partnerships O-Hub, Aurukun police, Child Safety and Housing and have taken a more intensive and collaborative case management approach with our clients. Where it is appropriate, we invite relevant services and agencies to attend conferences to meet with members of the client's family and/or clan so issues can be discussed in a safe and culturally relevant environment. By having the service providers present, the client can form a relationship straight away and they are less reluctant to attend future sessions for support.

Challenges

Unfortunately, Aurukun continued to experience sporadic community unrest with large groups fighting on the streets (often with weapons) and arson attacks. The unrest impacted on service provider operations, contributed to poor school attendance, and modelled anti-social behaviours for impressionable young people. The police continue to work hard to identify the underlying issues causing unrest and de-escalate the situation to prevent widespread violence.

Community operations Aurukun



We believe there is a connection between this instability amongst family groups and incidents of domestic and family violence. The number of notices for domestic violence received by the FRC increased from 137 in 2019-20 to 209 in 2020-21. We continue to prioritise these clients for conference because of the impact their behaviours have on vulnerable people like children, women and Elders, but without increased services for perpetrators and victims we are limited in our referral options.

Sadly, we have also seen a great deal of sorry business this year with the passing of several significant community members. This places further stress on families and has a flow-on effect on school attendance and the delivery of services, including FRC conferences due to the suspension of operations to show respect for grieving families.

Other community matters

The school in Aurukun has always played a pivotal role in our community. Although attendance is lower than what we would like to see, there have been some positive developments. In 2021 we saw a 60 percent increase in enrolments for preps and the re-engagement of 40 children previously disengaged from the school. The FRC is working with the school to prioritise families for intensive case management with service providers to aid their re-engagement. The school has implemented a 'Wellbeing Room' which supports student induction and transition into classes.

Encouragingly the Year 6 cohort has been the highest attending year level and is consistent with the school's emphasis on boarding school readiness for high school. The Transition Support Officer employed by Education Queensland worked hard with the students, their families and support services during the school holidays to ensure the entire cohort of enrolled boarding school students left Aurukun on time to begin the school year.

In December 2020, the Aurukun school Principal was transferred to another location. A drawn-out recruitment process followed, resulting in the school operating throughout the first semester of 2021 with the position filled in a temporary acting capacity. The position of Principal not only performs a key leadership role within the school to set strategic priorities and drive outcomes for students, but it is an important pillar within our broader community. We noted the community's anxiousness surrounding the uncertainty of the Principal's position for at least half of the 2021 academic year, and the destabilising impact this had on the school's operations.

The next 12 months

Whilst many challenges remain, we know that the Aurukun we live in today is a very different Aurukun to the one we lived in before the FRC started in 2008. We are grateful to the Queensland and Australian Governments, and the Cape York Institute for the opportunity to be Local Commissioners and to work for a better future for our community and our people.

We hope the future will see the FRC recommence receiving notices from the Children's Court¹ relating to young offenders from our community. We can then provide support to them and their parents to overcome barriers impacting on their ability to become socially responsible and productive members of our community, like their Elders before them.

1. Section 43(1)(b) of the FRC Act provides for the provision of notices from the Children's Court to the Family Responsibilities Commission for a child, or their parent, who lives or has lived in a welfare reform community. The FRC ceased receiving notices and thus is unable to conference young people and their parents after 2015-16 because of consequential amendments to the Youth Justices Act 1991.



Community operations Coen

FRC operations in Coen were undertaken by Local Commissioners May Kepple, Garry Port, Elaine Liddy, Alison Liddy and Maureen Liddy, supported by Acting Local Registry Coordinator Simeon Miglioranza. An account of their operations during the reporting period follows.

Coen Commissioners' report

Our focus this year was to improve outcomes for clients presenting with complex needs.

Significant achievements

Together with our Local Registry Coordinator, Simeon Miglioranza, and registry staff we made significant progress in achieving outcomes in partnership with our clients and key stakeholders including:

- agreements for case plans entered into increased from 2 in 2019-20 to 12 in 2020-21, an increase of 500 percent
- voluntary income management agreements entered into increased from 3 in 2019-20 to 7 in 2020-21, an increase of 133 percent
- Coen Campus of Cape York Aboriginal Australian Academy (CYAAA) school attendance for Term 1 2021 of 85.6 percent increasing to 86.5 percent in Term 2, the third and second highest attendance respectively for selected Aboriginal and Torres Strait Islander community schools in Queensland (published by the Department of Education).

Increased focus on quality conferencing has resulted in collaborative decisions.

We are proud to report that our clients are demonstrating a more collaborative and progressive attitude to being called to conference with a 500 percent increase in the number of agreements for case plan support services. As a result of the substantial increase in agreements, we experienced a 57 percent decrease in the number of orders imposed in circumstances where it is justified to mandate a client to attend a support service/s. This is a noteworthy sign to us that there is a greater understanding by some clients of the social standards expected within the community, and their desire to meet that expectation. Another indication of the shifting attitude of community members we invite to conference is their willingness to enter into voluntary income management agreements.

Building relationships with service providers and stakeholders continues to be a priority for us to support referral pathways for clients. This year a Memorandum of Understanding (MoU) was signed between the FRC and Apunipima, encompassing their wellbeing services located in Coen and the other welfare reform communities in Cape York. Apunipima receives many referrals from the FRC and we very much trust that the MoU will strengthen the understanding and cooperation between our two organisations. Together with a school eager to engage with parents and other wellbeing stakeholders, this has maintained Coen's good school attendance.

Challenges

Considering that fewer conferences were held this year due to a combination of factors including the complexity of our sitting schedule, the impact of seasonal work, sorry business, and fewer clients being scheduled for conference to allow for longer conferences on complex matters, the percentage increases are of some significance. We strategised to provide better value for our clients by increasing our quality time in conference, supported with the engagement of multiple service providers contributing toward case plan outcomes.

Community operations Coen



Local Commissioners – the importance of gender and cultural diversity

This year saw the retirement of Local Commissioner Garry Port, who was a founding Local Commissioner of the Commission. In recognition of his services to the community of Coen in 2015 he was awarded a Medal of the Order of Australia. We are now only a small group of four female Local Commissioners and without Commissioner Port or a male replacement, we are without a gender balance. All of us have work commitments which have added complexity to our sitting schedule, and most of us also work away from community. The five main clan groups in Coen comprise the Ayapathu, Kaanju, Lama Lama, Umpila and Wik-Mungkan peoples. The four of us represent only two of those clan groups – Lama Lama and Wik-Mungkan. This presents a problem for us in terms of clan diversity (appropriately representing our community in regard to specific clan groups) and managing conflicts of interests. The FRC has raised concerns with the Queensland and Australian Governments in regard to the legislative constraints presented when seeking to recruit new Local Commissioners, and we hope that when our long-term future is determined, we will see these difficulties addressed.

Other community matters

Coen attracts many people from surrounding areas for various reasons including those escaping community conflicts or alcohol restrictions. This has created a transient community which can affect permanent Coen residents. Lack of housing has long been an issue for our community for various reasons which leads to overcrowding and all the pressures that brings.

A significant concern in the first six months of 2021 was the reported rise in driving offences, particularly people driving under the influence and without a licence. Those clients appearing before us in relation to traffic offences were referred to the Apunipima Wellbeing Centre for support programs which included an online Traffic Offender Program. Some clients who attended conference on court notices for driving offences reported they had driven without a licence due to pressure from family members. Cultural kinships, relationships and customary law contribute to an environment where community members feel unable to refuse family, even though doing so might be breaking the law and thus committing an offence.

Coen police reported high levels of alcohol in the community, intoxication, partying and public nuisance complaints, especially with extended family members attending the 'Over 55's' residence to party and play music until the early hours of the morning. Police were called to break-up fights or shut down parties, and report that it was difficult to press charges as only some premises display a 'Dry House' sign, and party goers would congregate to drink on driveways. We intend to investigate the possibility of having the entire complex declared a 'Dry House' in the near future to protect our older community members from antisocial behaviour and allow them to live in peace.

The next 12 months

We have added a new referral pathway option for clients to a community-based partner, the Coen Regional Aboriginal Council (CRAC). Programs available through the service include the Men's and Women's Groups which deliver cultural re-connection programs and domestic and family violence awareness programs. More community-based partners are needed to support economic participation, employment and training for job readiness. Despite the difficulty of finding eligible community members to apply for Local Commissioner roles, our greatest wish heading into the next financial year is that approval will be granted to seek applications for new Local Commissioners to assist us in performing the work of the FRC. New members (especially males) are very much needed to bolster our ranks, provide new energy and walk with us into the future.



Community operations Doomadgee

FRC operations in Doomadgee were undertaken by Local Commissioners Christopher Logan, Eleanor Logan, Elaine Cairns, Kaylene O'Keefe, Guy Douglas, Isabel Toby, Dawn Aplin and Karen Jupiter, supported by Local Registry Coordinator Brenden Joinbee. An account of their operations during the reporting period follows.

Doomadgee Commissioners' report

Our focus this year has been to promote our working relationship with the community and create a greater understanding of our purpose.

Significant achievements

When this financial year commenced, we set out a number of goals that we wished to achieve. The ones we are most proud of are:

- 88 Family Responsibilities Agreements entered into with our clients (an increase of 1000 percent from the 2019-20 financial year)
- 159 referrals to support services under a Family Responsibilities Agreement or Order (an increase of 46 percent from the 2019-20 financial year)
- 10 voluntary income management agreements entered into with clients (an increase of 150 percent from the 2019-20 financial year).

We have altered our conferencing style this year to allow us more time to have in-depth conversations with our clients. We believe this has contributed to what we have identified as a shift in our clients' attitudes toward us as Local Commissioners, and toward the FRC generally. We are recognising that clients are more willing to participate in conference because they are gaining a greater understanding of our purpose. The changed conferencing style has led to a 66 percent reduction in the number of clients placed on conditional income management and an emerging trend in the uptake of voluntary income management by self-referring community members.

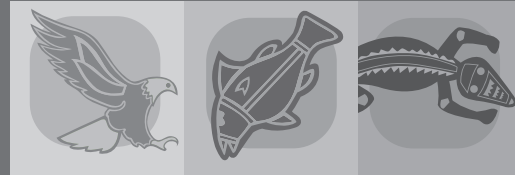
There has been an increase in clients and community members who have expressed an interest in the new Cashless Debit Card (CDC). Along with our Local Registry Coordinator, we will continue to engage with the community and inform those interested about the features of the CDC and answer any questions about the new card. Our community can benefit from the CDC, especially our elderly and vulnerable people as it can be used as a safeguard against humbugging.

We like to celebrate our client's successes and acknowledge the work our clients do to help improve their lives. Sometimes their achievements may seem quite small, but every small step forward is a leap in challenging circumstances. Part of our acknowledgement of their efforts is to present incentive hampers each term to clients and families who have gone above and beyond to improve school attendance for their children or improve the wellbeing of their families. The pleasure we see on the faces of the recipients of these hampers is the greatest reward we can receive and delivering these hampers shows our clients that we are there to support them and to celebrate their successes with them.

Challenges

Unfortunately, the ongoing impact of the COVID pandemic continued to affect school attendance throughout 2020 with primary school Term 4 attendance for 2020 at 35.8 percent. We are happy to report that Term 1 of 2021 saw a dramatic increase in primary school attendance to 60.8 percent. We note that the increase was the most improved school attendance from Term 4 2020 to Term 1 2021 in the State for an Indigenous

Community operations Doomadgee



community school. Doomadgee was isolated from December 2020 to March 2021 due to our annual wet season. This isolation contributed to the school being able to maintain their focus on improving school attendance, and the increase has been most welcome. Term 2 attendance was unfortunately affected by sorry business recording 51.0 percent.

For much of 2020 Doomadgee was plagued by youth volatile substance misuse (VSM). Opal (or low aromatic) fuel which contains less of the toxic compounds that allow sniffers to get high, had previously been sold in Doomadgee from October 2018 until its replacement in May 2019 with regular unleaded petrol. We are very pleased that the Doomadgee Aboriginal Shire Council, with the support of the Doomadgee police, made the decision to opt for the return of Opal fuel in the community. That decision and action has led to a significant decrease in the number of cases involving VSM. Doomadgee continues, however, to experience problems with youth offending, particularly in break and enter of properties. Doomadgee Aboriginal Shire Council appointed a new CEO, Troy Fraser, in January 2021 and tackling these youth issues have been high on his agenda. We look forward to working with the council next financial year to improve the wellbeing and educational outcomes for our children in Doomadgee.

Other community matters

One of the positives for the community during this reporting period has been visits to Doomadgee by Preston Campbell through The Preston Campbell Foundation. The foundation travels to remote Indigenous communities to promote the value of education to families, students and the community. The foundation encourages young people and students to choose safe pathways, develop resilience and mentors them to become self-empowered for success.

One of the major issues of concern remains the lack of youth support services and activities available in Doomadgee. We are aware that the police are attempting to re-establish the Police-Citizens Youth Club (PCYC) program in Doomadgee to provide after school and school holiday activities and on-Country programs. We support this endeavour as being a proactive step in engaging with youth who have been involved in the youth justice system or have disengaged from education.

Sorry business continues to be a significant factor affecting school attendance. We understand discussions have commenced within the community to find a solution to observe sorry business in a culturally respectful and sensitive manner, whilst balancing the need for service delivery and trade to continue. These are complex matters that inevitably will take time to be considered and resolved by community members.

The next 12 months

We have grown in our decision-making capability over the past year and have made significant progress in our acceptance as FRC Local Commissioners in community. As with many of our brother and sister Local Commissioners from other FRC communities, we have a concern in regard to better representing our community and would like to see the appointment of new Local Commissioners from different clan and family groups and of a younger age, allowing not only for more comprehensive engagement, but also succession planning. We have previously raised this issue with the Queensland Government and hope that early in the next financial year we will see our numbers expanded.

The FRC in Doomadgee only receives trigger notices for child safety and welfare and education breaches. We continue to lobby the Queensland Government for the addition of other trigger notices which apply to the welfare reform communities of Aurukun, Coen, Hope Vale and Mossman Gorge. Among those triggers we would particularly like to see the addition (or return) of the Children's Court trigger to enable us as FRC Local Commissioners and concerned community members to help combat the growing problem of disengaged young people in the community.



Community operations Hope Vale

FRC operations in Hope Vale were undertaken by Local Commissioners Victor Gibson, Priscilla Gibson, Doreen Hart, Erica Deeral, Cheryl Cannon, Selina Kerr-Bowen and Robert Gibson, supported by Local Registry Coordinator Josephine Pinder. An account of their operations during the reporting period follows.

Hope Vale Commissioners' report

Our role as Local Commissioners and Elders is to provide our community members and families access to support services that help them build capability and take responsibility for their lives and their children's lives.

Significant achievements

With the support of our Local Registry Coordinator, Josephine Pinder, and registry staff we list some of our achievements this financial year.

- Client attendance at conferences and hearings has increased by 14 percent from the 2019-20 financial year – recording 64.5 percent attendance for 2020-21. Clients who were once reluctant to come to conference are now presenting, and younger clients are embracing the conferencing process.
- Agreements for case plans have increased by 340 percent. This increase demonstrates our clients' willingness and motivation to enter into joint decision-making – partnering with us to improve their situation.
- Referrals to support services under a Family Responsibilities Agreement or Order have doubled from 29 in 2019-20 to 58 in 2020-21.

Building upon our achievements from 2019-20 we continue to notice signs of change amongst our clients and the broader Hope Vale community. This is evidenced by a decrease in Child Safety and Welfare notices, District Court notices, Housing Tenancy notices and School Attendance notices within jurisdiction received for this reporting period. Our community is proud of our local school. The Hope Vale Campus of Cape York Aboriginal Australian Academy (CYAAA) continues to be ranked highest in the State in terms of primary school attendance. This is consistent with a decrease of 16 percent in the number of School Attendance notices received for unexplained absences. We are delighted to report that the five children with the most improved attendance in Term 4 were children of FRC clients who had attended conference at the end of Term 3 and the beginning of Term 4. We provided intensive support to these families and worked collaboratively with the school to achieve this positive outcome.

The number of clients placed on CIM decreased by 40 percent during this reporting period. This reflects a more collaborative approach to conferencing. CIM orders are imposed as a last resort, and providing our clients are engaging with support services and/or showing progress with their goals, income management as a voluntary option is preferred. The drop in CIM is indicative of the progress our clients are making.

A growth in referral pathways

Together with the assistance of our Local Registry Coordinator, Josephine Pinder, we have partnered with additional service providers. The Cooktown District Community Centre and Life Without Barriers now provide a range of programs to FRC clients. As privacy and confidentiality are paramount, and Hope Vale is a small community, we also offer clients the choice of attending counselling services in either Hope Vale or Cooktown.

For the past year we have frequently invited support services, school personnel and notifying agencies to attend our conferences with relevant clients so that a more informed assessment of their requirements

Community operations Hope Vale



could be made, and appropriate referrals progressed. Many clients have complex needs which are best addressed using a holistic approach. We have committed to continually reflect on new ways to provide support to these clients whilst affording them respect, flexibility and engagement. The pathways of clients to treatment services are individualised because we believe that each should be tailored to the client's personal circumstances to achieve the best outcomes.

Challenges

After COVID lockdown the community was faced with a rise in disengaged students from the Cooktown State High School and students who did not return to boarding school. COVID lockdown disrupted the school routine, and some students are still suffering the consequences. Service providers are working to support these students and their families to re-enroll and re-establish consistent engagement with their education.

The December/January school holidays was a period of unrest in the community with a rise in youth fighting. The children participating in the fighting included some as young as five years of age. It is believed that the COVID environment contributed somewhat to the unrest as sporting programs were disrupted which left children at a loose end. Screen time and the use of social media was increased. The community, Justice Group, police and Elders came together for mediation sessions to address the source of the issues and the gap in availability of activities.

Other community matters

The Hope Vale Campus of CYAAA worked hard to implement successful strategies to encourage good school attendance and behaviour. A positive behaviour matrix was developed (Be Safe, Be Responsible, Be Respectful) for students to identify the meaning of these behaviours and act accordingly.

Recently introduced incentive initiatives demonstrate that well-designed rewards encourage student achievement at relatively low cost. CYAAA introduced a uniform competition for students who came to school every day in full uniform with the opportunity to win a bike. Further incentives included children with 100 percent punctuality and attendance going into a draw to win weekly prizes. Prizes from local businesses included grocery vouchers, meat trays and free coffee for a week. These incentive programs play an important role in encouraging our children to maintain regular attendance. Without our children having a seat in the school room, we cannot educate them and help them to reach their full potential.

Hope Vale CYAAA Homework Club commenced in week 3 of Term 1 2021. The club provides homework support to students, and although attendance has been low, school staff hope to boost numbers in the coming terms. The school encourages parent/carer involvement and utilises the electronic noticeboard erected outside the Hope Vale Aboriginal Shire Council office to promote school events.

The next 12 months

Our priority for the next year is to continue to find solutions, as part of the broader community, to address the increase in antisocial behaviours of young people. We believe the return of the Children's Court trigger will help us work collectively with parents, the police and our youth, to find these solutions. The community of Hope Vale has a long and proud history of economic participation and development. We are keen to identify more partners who can support Hope Vale youth to transition from school to work, and offer our community members welfare-to-work opportunities.



Community operations Mossman Gorge

FRC operations in Mossman Gorge were undertaken by Local Commissioners Karen Shuan, Loretta Spratt and George Ross-Kelly, supported by Acting Local Registry Coordinator Simeon Miglioranza. An account of their operations during the reporting period follows.

Mossman Gorge Local Commissioners' report

This year we set goals and performance indicators for our Mossman Gorge operations to continue refining our conferencing and improve the way we support and communicate with clients. Our significant achievements listed below are a testament to our increased endeavours in this regard.

Significant achievements

- agreements to attend support services increased from 8 in 2019-20 to 26 in 2020-21, an increase of 225 percent
- orders to attend support services decreased from 20 in 2019-20 to 6 in 2020-21, a decrease of 70 percent.

One of the strategies we are working on to mitigate school absenteeism is to encourage parents to bring their non-attending school-aged child to conference. Depending on the student's age and their ability to participate in the process, this initiative can provide young people (in collaboration with their parents and the school) with an opportunity to voice their own needs and identify appropriate solutions toward improving school attendance. This approach is consistent with section 5(2)(b) of the FRC Act which sets out the principles for administering the Act, and makes provision for the Commission to take into account the views and wishes of children where appropriate. This is a collaborative strategy which requires us to work closely with key staff at the Mossman State High School including the Principal, school Guidance Officer, Youth Worker, and Indigenous School Counsellor to coordinate logistics around attendance and transport.

When we see parents making a concerted effort to change behaviours, whether it be in getting their children to school or looking after their family better, we like to recognise and encourage their efforts. Strategies we have used this year include the delivery of incentive hampers to two families each quarter in recognition of their positive action toward change. A family to whom we had recently delivered a hamper, improved their children's school attendance in Term 2, 2021 to 100 percent.

Another strategy which we have adopted this year as a result of working within a COVID environment is to allow flexibility in the conference location to better engage with clients who are too ashamed, or have previously been reluctant to attend the FRC's local registry office in Mossman Gorge. This new approach has seen an increase of conference attendance from 54.7 percent in 2019-20 to 62.9 percent in 2020-21.

Challenges

The overuse of alcohol remains a problem in Mossman Gorge with visitors from the broader Mossman region using the community as a party place. This has long been an issue for us, and Mossman police report there have been many breaches in relation to alcohol. Our Local Registry Coordinator has been meeting with a coordinated group of services in Mossman and Mossman Gorge (including the police) to source a solution to the problem of these 'party houses'. Gambling is also an issue which we believe is contributing to school absenteeism.

Since we commenced our roles as Local Commissioners in 2008, it is within the last two financial years that we have received the highest Domestic Violence Order (DVO) notices – 27 in 2019-20 and 21 in 2020-21. There is little doubt that DVO is directly related to the abuse of alcohol. It is for that reason we have sought and received certificate training in understanding domestic and family violence (DFV) which will assist us

Community operations Mossman Gorge



significantly in our roles and give us a greater awareness and knowledge on how to approach and start a conversation with clients who may be experiencing DFV. We learnt a new term for what many of us have already witnessed or experienced – cultural domestic and family violence – where a perpetrator exercises dominance, control or coercion over a victim who is particularly vulnerable due to their cultural identity or spirituality. This training has been invaluable in giving us a greater understanding of what is happening for the victims and perpetrators of such abuse.

Other community matters

The Mossman Gorge community has been experiencing intra-family non-alcohol related disputes in relation to youth fights resulting from comments or issues associated with social media – Facebook, Instagram and Snapchat. Our Local Registry Coordinator has referred families to the Mossman Elders Justice Group to participate in mediation. Mossman Gorge community youth disputes can be exacerbated by relatives getting involved, leading to greater and ongoing community conflict.

We held our annual school awards in collaboration with local services. This year the ceremony was hosted by Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) and we presented awards to students who had overall highest school attendance for the year. A special award was presented to one particular student in recognition of consistent attendance and academic effort at a boarding school. During this community day the first ever 'Colour Run' was held. The event involved support and assistance provided by local services including BBNAC, Apunipima, the FRC, Yalanji Arts and the Police-Citizens Youth Club (PCYC). The Colour Run is a five-kilometre run for first time runners and athletes and aims to "Bring people together and make the world a happier, healthier place".

Next 12 months

A reduction in local authority

This year we lost one of our stalwart Local Commissioners with the retirement of Local Commissioner Karen Shuan who has stepped down from her role to work in the cultural heritage section of Jabalbina Yalanji Aboriginal Corporation. Commissioner Karen Shuan has dedicated many years to the community, and we wish her well with her future endeavours. Unfortunately, Commissioner Shaun's departure has left us with only two Local Commissioners to continue our important work in community. Last financial year we sat as a full panel of three Local Commissioners for 79.7 percent of conferences. With the loss of Commissioner Shuan at the end of this financial year we will cease being able to sit throughout 2021-22 as three Local Commissioners. This means the FRC's full local Indigenous authority in Mossman Gorge has been compromised. The reduced Local Commissioner numbers has also left us with insufficient diversity to represent the different family groups of Mossman Gorge and now means we can only hold conferences with the assistance of Commissioner Williams or Deputy Commissioner Curtin. The FRC registry has advised the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships of our situation and requested more appointments to take effect as of 1 July 2021. Unfortunately, no new Local Commissioners for Mossman Gorge have been appointed.

Tackling youth issues

Going forward we intend to lobby the Queensland Government for the return of the Children's Court trigger to enable the FRC Local Commissioners, together with parents, concerned community members and young people themselves, to find solutions to the increase in antisocial behaviours by our youngest community members.



Significant events and achievements

Significant events

The past fiscal year has seen a number of significant events which have impacted upon the internal operations and outlook of the FRC.

Statutory appointments July 2020 – June 2021

On 2 July 2020 the Queensland Governor in Council made significant appointments to the FRC for the period 1 July 2020 to 30 June 2021. These re-appointments included Tammy Williams as FRC Commissioner, Rodney Curtin as Deputy Commissioner, and all then current Local Commissioners for the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge. Additionally, three members of the Family Responsibilities Board were reappointed including Dr Chris Sarra, Mr Ray Griggs AO, and Mr Noel Pearson.

Of particular relevance to the Commission's operations was the appointment of Deputy Commissioner Rodney Curtin. Section 25 of the FRC Act provides that a Deputy Commissioner (if appointed) is to act as the Commissioner if (a) the Commissioner is not available to perform the Commissioner's functions; or (b) there is a vacancy in the office of the Commissioner.

The role has a significant frontline operational focus and has acted as a safeguard for business continuity in circumstances where workloads and competing priorities or unforeseen events (such a COVID imposed restrictions or illness) justifies the delegation of the Commissioner's decision-making powers to a Deputy Commissioner.

To give some historical context, the role of Deputy Commissioner has always been regarded as a critical element of the Commission's governance structure and operations. The early period of the Commission's operations required the appointment of **two** Deputy Commissioners¹. From then on, the Commission's workload necessitated the continued re-appointment of at least one Deputy Commissioner (Rodney Curtin) to work alongside the FRC Commissioner until December 2018.

Deputy Commissioner Curtin's appointment has strengthened the FRC's stakeholder management and has enhanced efficiencies in our changing operational environment. It has assisted the FRC to achieve improved client outcomes, contributed to the quality assurance and robust oversight of Commissioner decisions which has resulted in a return on investment this financial year, and is a contributing factor to the FRC's outstanding performance outcomes. The reader is referred to a comprehensive breakdown of the volume of conferences held during the reporting period and client outcomes set out on pages 26 to 37.

Tabling of 2019-20 Annual Report

The Commission is pleased to report that its Annual Report 2019-20 was tabled in the Queensland Parliament by the Honourable Craig Crawford MP, Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships, on 3 February 2021 in accordance with the requirements of the FRC Act. Amongst other achievements the report documents a nearly five-fold increase from the previous financial year in client referrals from FRAs and Orders to community support services, evidence of the

1. Appointment of the two Deputy Commissioners took effect on 22 July 2010. Mr Rodney Curtin was one of the Deputy Commissioners and he continued to be appointed for successive years until 31 December 2018.

Significant events and achievements



Commission's ability to support individual behavioural change. The FRC Annual Report 2019-20 can be accessed on the Commission's website: www.frcq.org.au.

Cashless Debit Card Summit

In November 2020 the FRC was invited to attend and present at a Cashless Debit Card Summit hosted by the Minderoo Foundation. The Summit brought together Indigenous community leaders, government representatives, service providers, community stakeholders and CDC participants from across Australia. With the advent of the transition from the BasicsCard to the CDC, it was an opportunity to share our experiences and learn about the new technologies attached to the CDC which were not available to FRC clients on the BasicsCard. This information helped inform the FRC's communications strategy with clients in preparedness for the successful transition to the CDC in March 2021.

Commissioner Williams and Registrar McLeod presented on the work of the FRC and elements of the FRC model – State based legislation involving local decision-making, and client centred decisions with a focus on supporting changed behaviour through referral pathways. The FRC received an enthusiastic welcome and all delegates expressed their interest in a model of income management unlike any other.

Transition from the BasicsCard to the Cashless Debit Card

On 10 December 2020 the Social Security (Administration) Amendment (Continuation of Cashless Welfare) Bill 2020 passed both Houses of Parliament (the House of Representatives and the Senate) and received Royal Assent on 17 December. The Bill ensured the continuation of the CDC until 31 December 2022. It further allowed for the transition from the BasicsCard to the CDC in FRC communities with the Australian Government committing to maintaining the existing policy settings for Cape York Income Management as legislated in the FRC Act. The passing of this Bill has provided stability to the operations of the Commission and allowed the Local Commissioners to continue meeting the objectives of supporting the restoration of socially responsible standards of behaviour in FRC communities.

The FRC considers it particularly encouraging that the Bill expanded the element of voluntary participation to reflect the positive outcomes which are achievable from income management. A coordinated response from all levels of government is also necessary to ensure that the appropriate local supports are provided in conjunction with income management to improve social norms and the future of participating communities.

On 24 February 2021 the Social Security (Administration) (Cashless Welfare – Cape York Area) Determination 2021 was made by the Honourable Anne Ruston MP, Minister for Families and Social Services. The Determination gave effect as of 17 March 2021 to the transition of income management under the BasicsCard to the CDC in welfare reform community areas (as defined by section 8A of the FRC Act). The Commission is pleased the Australian Government sought to align the social security legislation with the FRC Act, determining that for subsection 124PD(1) of the *Social Security (Administration) Act 1999*, the Cape York area is to be the areas prescribed as a welfare reform community area under the FRC Act.



Significant events and achievements

The transition of FRC active income management clients from the BasicsCard to the CDC occurred seamlessly on 17 March 2021. Fortnightly meetings were conducted between DSS, Services Australia, the National Indigenous Australians Agency (NIAA) and the Commission to embed processes ahead of the transition. DSS utilised a systematic and methodical approach to ensuring all affected participants were contacted, employing several strategies including written correspondence, face to face remote service team engagement and outbound calls to ensure participants were aware of the changes and understood how they would be affected. Clients with high balances, recurring deductions, and payments due on the transition date were prioritised for contact. DSS provided information fact sheets explaining the transition and the differences between the BasicsCard and the CDC which made clear the benefits of the CDC over the BasicsCard. These fact sheets (along with FRC generated fact sheets) were distributed by the FRC Commissioners during conference to ensure clients were aware of the transition and were also distributed to non-income management clients, with the purpose of explaining the benefits that could be afforded through the CDC should they wish to participate on a voluntary basis.

Based on the Commission's experience and client feedback, the transition from the BasicsCard to the CDC was conducted by DSS and Services Australia – in partnership with the FRC and other community organisations such as the Cape York Partnership O-Hub – in an extremely professional manner and was well-received by the five welfare reform communities.

Whilst DSS officers were on the ground in each community during the transition period they received a significant number of requests from community members enquiring about participation in income management on a voluntary basis. The Commission already has processes in place to accept voluntary applications for income management pursuant to sections 106 and 108 of the FRC Act. To respond to this increased interest in voluntary income management from community members, the FRC implemented additional engagement strategies to identify, prioritise and process CDC VIM applications. This has resulted in a 350 percent increase in VIM agreements from quarter 50 (prior to the transition) to quarter 51 (during which the transition occurred). There has also been a further 272 percent increase in VIM agreements from quarter 51 (January to March 2021) to quarter 52 (April to June 2021).

Local Commissioner Development Week

The Commission is committed to providing professional development to the Local Commissioners as required by the FRC Act under section 22 (Commissioner's functions) and section 35 (Registrar's functions). A Local Commissioner Development Week was conducted from 21 June 2021. Local Commissioners from each community travelled to Cairns and participated in:

- emotional intelligence training provided by Megan Bayliss of The Junk Wave – how to identify and regulate one's emotions and understand the emotions of others in order to build relationships, reduce team stress, defuse conflict and improve job satisfaction
- fraud and corruption training provided by the Crime and Corruption Commission – how to make safe and appropriate decisions in a complex social and cultural environment where lawful decisions are made by the Commissioners under a 'special measure' involving the antisocial behaviour of community members and
- domestic and family violence certificate training provided by the Cairns Regional Domestic Violence Service – how to understand what constitutes domestic violence, and how to understand and conference victims and perpetrators.

Significant events and achievements



The Commissioners were very pleased to attend this year as the advent of COVID-19 caused the cancellation of the 2019-20 Local Commissioner Development Week.

Discussions were held between the delegates and Apunipima on referral options for FRC clients for their health and wellbeing needs. Local Commissioners also had an opportunity to discuss their concerns with the Cape York Institute about the social impacts of long-term unemployment and under employment, and the need to create school and welfare-to-work solutions for young people. The week concluded with a round table discussion facilitated by Commissioner Williams to assess available data, identify achievements and set strategic priorities to best position the FRC for the future to meet the changing needs of clients.

Achievements

In February 2021 the Commission undertook a longitudinal performance assessment of outcomes achieved with the support of our tripartite partnership and joint Australian and Queensland government investment since the commencement of its operations in July 2008 to July 2020. Outlined herewith are the key findings from that assessment which were provided to the Family Responsibilities Board, Ministers from the Queensland and Australian Governments, relevant key stakeholders and other interested parties.

Evidence of community-level impact

According to the Collins Dictionary “a generation is the period of time, usually considered to be about thirty years, that it takes for children to grow up and become adults and have children of their own”. The FRC had been operating for less than half a generation at the time the longitudinal performance assessment was conducted (12 and a-half years) in the communities of Aurukun, Coen, Hope Vale and Mossman Gorge (and six and a-half years in Doomadgee), yet the data showed positive trends emerging in these communities. This suggests ***the broader reforms (of which the FRC is a key component working in partnership with community members and their families) are making progress to improve wellbeing and socio-economic outcomes in the welfare reform communities.*** In February 2021 the number of agency notices within jurisdiction received from reporting agencies over a period were analysed relating to community members not meeting pre-determined obligations.

The results regarding Child Safety and Welfare, Housing Tenancy and Court Notices follow:

- ***Child Safety – Indigenous children are safer and less likely to be removed to out of home care***

Notices for child safety investigations had decreased by 69 percent from the first six years of the Commission’s operations (2008-09 to 2013-14) to the following six years of the Commission’s operations (2014-15 to 2019-20). This achievement is contrary to the state-wide upward trend of notifications for Indigenous children.

The total number of notices from Child Safety Services (inclusive of investigations) had decreased by 11 percent over the same time series as above. In contrast the state-wide child protection trend for notifications is showing a continuous upward trajectory since 2015, notwithstanding the implementation of reforms following the Carmody Inquiry which highlighted the over representation of Aboriginal and Torres Strait Islander children in the child protection system.



Significant events and achievements

- **Housing – Communities have increased housing stability**

Notices about residential tenancy agreements to tenants (for not complying with a remedy notice) had decreased by 32 percent from the first six years of the Commission's operations (2008-09 to 2013-14) to the following six years of the Commission's operations (2014-15 to 2019-20).

- **Criminal Justice – Downward trend in the instances of more indictable offences**

Notices for serious offences (District and Supreme Courts) had decreased by 23 percent when comparing the 2014-17 period to the 2017-20 period.

- **Socio-economic conditions in four of the FRC communities have improved or stabilised, whilst in comparable discrete communities, conditions have declined**

The Australian Bureau of Statistics (ABS) compiles a Socio-Economic Index for Areas (SEIFA) product using census data and ranks Australian communities relative to their social economic advantage or disadvantage. The 2011 and 2016 SEIFA ratings for each of the original FRC communities were compared to reveal that Aurukun, Coen and Mossman Gorge have recorded an increase in their SEIFA rating with Hope Vale remaining stable.

A nexus between the value of FRC's mandated referrals and positive client behavioural change is provided by Cape York Partnership (CYP) who report that since 2014, and as at 30 November 2020, 239 clients have been referred to the MPower program by the FRC for financial support. CYP provided analysis undertaken on 133 of these clients who had completed their FRC case plans. CYP found that 91 percent of the 133 clients are reported to have attended either during and/or after their case plans had concluded. Significantly, 81 percent of these clients continued to engage with the O-Hub **after** their FRC case plan term had expired by choosing to access further O-Hub resources such as Parenting and Student Education Trust support, or continuing to engage with the MPower program on a voluntary basis. The data highlights in positive terms the willingness and motivation of clients to seek continued support which is indicative of an improved self-awareness and insight – elements necessary to facilitate long term behavioural change.

Challenges and outlook



A lack of certainty regarding operational and funding continuity, together with some service provider compliance issues, contributed to significant challenges experienced this year.

Operational continuity

The financial year 2019-20 ended with the terms of appointment for Commissioner Williams, 29 Local Commissioners across the five welfare reform communities and members of the FR Board expiring on 30 June 2020. As at the commencement of the 2020-21 year, no significant appointments to the FRC or the FR Board had been made pursuant to section 15 of the FRC Act. Subsequently the Commission commenced the year without a Chief Executive Officer (the FRC Commissioner), Local Commissioners or a current Board.

It is understood the delay in statutory appointments was not exclusive to the Commission, and that the pandemic adversely affected Governmental administrative processes. The delay, however, resulted in the necessity for the Registrar to advise the FR Board and the Legal Affairs and Community Safety Committee (who had gained oversight function to monitor and review the FRC on 21 May 2020) that pursuant to section 35 of the FRC Act duties would be limited to administrative functions only. Financial decision-making powers were likewise compromised, and Commissioner Williams and the Local Commissioners were stood down until the receipt of an instrument of appointment. Official advice was received on 2 July that the Governor in Council had made the required significant appointments to the FRC to allow for the resumption of operations for the term 1 July 2020 to 30 June 2021.

Local Commissioner appointments

In May 2021 the Commission sought approval from DSDSATSIP for the appointment of new Local Commissioners for the communities of Aurukun, Doomadgee, Hope Vale and Mossman Gorge. Twelve new Local Commissioner applications were forwarded for consideration to mitigate natural attrition and to target more appropriate gender and age diversity.

Section 50A of the FRC Act allows for a conference to be constituted by three Local Commissioners.

“Constitution of Commission for particular conference

- (1) *If the Commissioner considers it appropriate in the circumstances, the Commissioner may, for a particular conference, direct the Commission to be constituted by 3 Local Commissioners appointed for the welfare reform community area in which the Commissioner considers the person the subject of the conference lives or lived.”*

This is a particularly crucial section of the FRC Act which allows for Indigenous authority to be exercised in order to meet one of the FRC Act’s main objects – “...to support the restoration of socially responsible standards of behaviour and **local authority** in welfare reform community areas...”.

The Commission experiences difficulties on frequent occasions, particularly with Mossman Gorge and Coen, in securing the attendance of three Local Commissioners to meet the requirements of holding s50A conferences or to ensure there is sufficient diversity amongst the pool of Local Commissioners currently appointed in regard to gender, age, clan affiliation and expertise.



Challenges and outlook

DSDSATSIP advised at the FR Board meeting held on 4 May 2021 that the Commission's advice about the proposed nominations of additional Local Commissioners, and operational risks should no additional appointments be made for the 2021-22 financial year, were noted. DSDSATSIP further advised that subject to a new MoU being agreed between the Queensland and Australian Governments, new appointments may be considered in the first quarter of a new FRC funding term. As of the date of this report, the MoU for the 2021-22 financial year is yet to be finalised, and no additional Local Commissioner appointments have been made.

The Commission considers it crucial that not only should natural attrition be matched by recruitment, but new appointments should be made in order to maintain operational efficiencies, support business continuity and client engagement, and promote local Indigenous authority for the reasons outlined throughout this report.

Domestic and family violence

The Commission has seen a gradual increase in the receipt of DV order notices and DV breach notices within jurisdiction during this reporting period.

Domestic violence notices within jurisdiction	2019-20	2020-21	% change
DV breach notices within jurisdiction	78	118	+51%
DV order notices within jurisdiction	173	226	+31%
Total	251	344	+37%

This increasing trend is of concern to the Commission, noting the detrimental impact on children and vulnerable community members. The reader is referred to table 5 and discussion on pages 28 to 29, whereby clients named on notices relating to court convictions and domestic violence orders/breaches were more likely to also be named on notices relating to education and child safety issues. The seriousness of these matters has caused the FRC to take a priority approach with DV related matters for conferencing. This has led to a corresponding increase in referrals made to support services.

Domestic violence referrals	2019-20	2020-21	% change
Referrals from conferences where both a DV breach and a DV order notice was heard	3	5	+67%
Referrals from conferences where only a DV breach notice was heard	15	23	+53%
Referrals from conferences where only a DV order notice was heard	56	82	+46%
Total	74	110	+49%

Challenges and outlook



Service provider compliance with information and reporting requests

The Commission has a legislative mandate to receive information from support services in order to monitor case plan compliance and progress, and further assist the Commissioners to make appropriate decisions. Part 8, Information exchange, of the FRC Act defines the information which can be requested by the Commissioner, and from whom this information can be requested, including community support services that are attended by a person under a case plan.

It is also a requirement under section 35 of the FRC Act for the Registrar to monitor and report on a person's compliance with a case plan to attend a community support service under an agreement or order. The Commission seeks information from service providers via a user-friendly online portal through which service providers are requested to provide information on their attempts to engage the client, the client's attendance at the service, and assessment of progress made under the case plan. Training is provided in the use of the portal. Emailed requests are sent monthly from the Commission to service providers for progress reports for specific clients at key stages of case plans.

Unfortunately, during the 2020-21 financial year reports from some service providers remain outstanding or are of such poor quality that it provides minimal value to Commissioners in their decision-making, thus impeding the effectiveness of case plan referrals and monitoring of client progress and/or compliance.

As summarised in the Queensland Productivity Commission's 2017 Summary Report into Service delivery in remote and discrete Aboriginal and Torres Strait Islander communities, *"Service delivery in remote and discrete communities is a complex 'system' of policy design, governance, funding and direct service provision, with responsibilities shared across all levels of government"*. The reforms identified and sought by the Queensland Productivity Commission required capability and capacity building within government, service providers and communities to *"support a new way of doing things – independent oversight, as well as timely and transparent data collection and reporting to ensure performance and accountability"*.

The FRC notes its client referrals to support services have increased exponentially in the last two years (since 2018-19 by 541 percent). As in previous years, the greatest number of referrals are to the wellbeing services in each community, School Attendance Officers and support services for budgeting assistance. The pressure upon these support services is understandable with the increased workload, and the Commission anticipates that referrals will maintain the increasing trend during the 2021-22 year. The Commission is concerned about the capacity of service providers to provide appropriate reporting outcomes in relation to Commission referrals. Service providers have reported insufficient resourcing and staffing levels on current funding arrangements to absorb the increase of FRC clients on mandatory case plans and to address the recording of case management outcomes (required by the FRC Act).

The Commission will continue to strengthen relationships with support services through the drafting and negotiation of MoUs, and the provision of additional training in the use of the FRC portal.



Challenges and outlook

A going concern

Each year, as part of the preparation of the Commission's financial statements, the responsible person (FRC Commissioner) is required to undertake an assessment as to whether it is appropriate to prepare the financial statements on a going concern basis. This requires the FRC Commissioner to contemplate the continuity of a significant portion of normal business activities and the realisation of assets and settlement of liabilities in the normal course of business for a minimum of 12 months from date of signing of the financial statements (which usually occurs in August of each year for the preceding financial year ending in June). In making the assessment of continuity, the FRC Commissioner needs to consider future funding to be received, the term/s of such funding and any conditions or changes anticipated that will significantly impact operations. Where this information is not available to inform such decisions, the Commissioner may be required to 'not prepare' the financial statements on a going concern basis.

On this basis, the Commission finalised its financial statements for the 2020-21 year on a going concern basis. This disclosure can be found at Note 1(i) on page 7 of the financial statements in this annual report. The Commission has been aware of material uncertainties and making the necessary disclosures since the 2015-16 year.

An additional consequence of the above, is that the Queensland Audit Office has issued the Commission with an 'Emphasis of Matter' audit opinion referencing the material uncertainty related to going concern since the 2017-18 financial year.

The strategic and operational challenges experienced by the Commission's EMT in managing a going concern environment for the past four years has led to a conservative approach being exercised in relation to expenditure and commencing any significant projects.

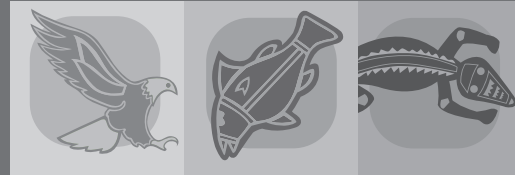
On occasion, the Commissioner is required to enter into agreements which bind the Commission into the future. Agreements include various contractual obligations including office leases, motor vehicle leases and staff accommodation, as well as contracts to address pressing operational requirements. Long-term strategic and operational planning has been inhibited by the uncertainty of continuing government funding, and the term of such funding.

Funding uncertainty and a review

In October 2014 the Queensland Parliament passed the Family Responsibilities Commission Amendment Bill 2014, with the Bill receiving Royal Assent on 27 October 2014. The policy objective of the Bill was to make the necessary amendments to the FRC Act to extend the operation of the FRC beyond 1 January 2015. Among other amendments aimed at increasing efficiencies and expanding operations, the FRC Act's sunset clause (s152) was removed, enabling the FRC Act to continue indefinitely until repealed. With this significant development the Australian and Queensland Governments commenced documenting their agreed basis for funding, administrative and reporting arrangements for the operation of the FRC in an MoU.

Unfortunately, each MoU has been for relatively short periods from six months to two and a half years – short term at best – exacerbated by delays in execution and release of funds. Long-term strategic planning has been inhibited by the uncertainty of continuing government funding (and the term of such funding) which has adversely impacted staff retention and operational performance, caused in part by the lack of willingness of community partners to prioritise service delivery to FRC clients in this climate.

Challenges and outlook



This is in contrast with the recent performance outcomes the FRC has achieved since 2019-20 and continues to build upon. The Commission has had the benefit of a relatively stable operating environment afforded through the funding commitment under the most recent MoU term of two and a half years. During this period client referrals from FRAs and Orders to support services for the 2019-20 financial year increased by 396 percent from the previous reporting period; an upward trend which has continued throughout 2020-21.

The Commission's strategic partners in welfare reform – the Queensland Government, Australian Government and CYI – continue their discussions on the future of welfare reform and the FRC. Currently there is no MoU between the parties beyond 30 June 2021, however, there is also no stated intention to cease operations of the Commission. The Australian Government has released advice stating its support for an extension of the Commission for a period of three years to 30 June 2024, whilst the Queensland Government has confirmed an extension of twelve months to 30 June 2022.

The Commission has been advised by the Honourable Craig Crawford MP, Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships of an upcoming independent review that DSDSATSIP will be commissioning of the FRC, including the governance mechanisms provided by the FR Board during the extension period to inform decision-making on the future of the FRC. The Minister further advised, *“The review will include community engagement with the FRC, its clients and other community members in each of the five Welfare Reform communities, as well as local service providers, to ensure the outcomes of the review are reflective of community views, aspirations and needs. Broader stakeholder engagement will be undertaken with notifying agencies and the National Indigenous Australians Agency (NIAA) and Cape York Institute (CYI)”*.

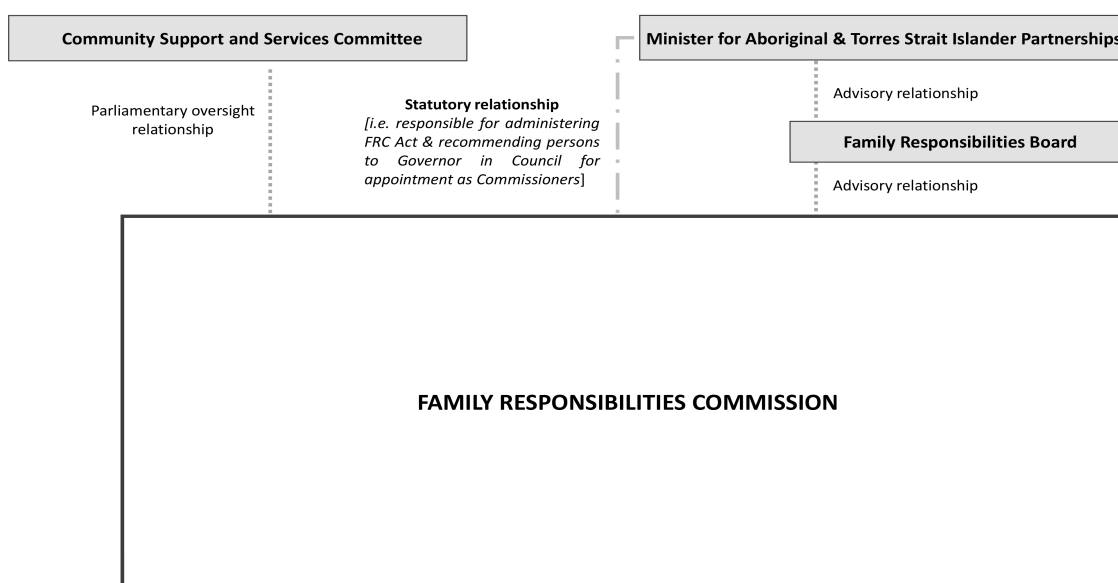
The Commission looks forward to assisting with the review as deemed appropriate and recognises the importance of ensuring that its strategic objectives are able to reflect changing social dynamics and take advantage of opportunities to more fully address and/or expand its mandate. The FRC's model is governed by a unique legislative framework which enshrines Indigenous self-determination. It is a key initiative enabling tangible and measurable outcomes in keeping children safe, impeding the escalation of serious offending behaviour, improving social responsibility and restoring local Indigenous authority as attested to in the Significant events and achievements section of this report. It is a scalable model suitable for expansion into other communities that recognise the benefits afforded by the FRC model of social change.



Governance

External governance

The FRC, as an independent statutory authority, falls under the umbrella of DSDSATSIP, whose Director-General was the Chair of the Family Responsibilities Board during this reporting period. The FRC Commissioner, Deputy Commissioner and Local Commissioners are appointed by the Governor in Council under recommendation by the Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships. The Minister and FR Board have advisory relationships to the FRC Commissioner.



Ministerial portfolio

For the period 1 July 2020 to 11 November 2020 the Minister responsible for administering the FRC Act was the Honourable Craig Crawford MP, Minister for Fire and Emergency Services and Minister for Aboriginal and Torres Strait Islander Partnerships. From 12 November 2020 Minister Crawford’s dual portfolio changed from Fire and Emergency Services to Seniors and Disability Services and retained the Aboriginal and Torres Strait Islander portfolio.

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; if asked by the Commissioner, give advice and make recommendations to the Commission about the performance of its functions; and consider the reports submitted by the Commission.

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 Cape York Institute. FR Board members are appointed by the Governor in Council for the term stated in the member’s instrument of appointment.

Governance



The FR Board members as at 30 June 2021 were:

Dr Chris Sarra	Director-General, Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) as the Chair
Mr Ray Griggs	AO, CSC, CEO, National Indigenous Australians Agency (NIAA)
Mr Noel Pearson	Founder, Cape York Partnership representing the Cape York Institute (CYI).

The FRC Act requires the FR Board to meet every six months. The meeting may be held by using any technology available which will allow for efficient and effective communication. The FR Board members must meet in person at least once a year. A quorum for the FR Board is comprised of two members. Meetings during the reporting period are reflected below.

Date of FR Board meeting	Venue	Attendees
3 November 2020	Teleconference	Dr Chris Sarra (Chair), Director-General DSDSATSIP; Mr Ray Griggs AO, CSC, CEO, NIAA; Mr Noel Pearson, Founder, CYI.
4 May 2021	1 William Street, Brisbane	Dr Chris Sarra (Chair), Director-General DSDSATSIP; Mr Ray Griggs AO, CSC, CEO, NIAA; Mr Noel Pearson, Founder, CYI.

Executive management

The Commission's EMT is comprised of the Commissioner, the Deputy Commissioner, the Registrar, 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 regarding its obligations under the FRC Act and other relevant legislation.



Governance

Due to the small size of the Commission, the role of the EMT also encompasses the corporate stewardship functions associated with the Commission’s operational performance. In addition, the EMT oversees the operations of finance, information management, human resources and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2020-21 year.

Queensland public service 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 has structured its operations in accordance with the objects and principles of the FRC Act and the Queensland Public Service Values: 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 pledges to work with the Australian and Queensland Governments, stakeholders and clients to deliver outcomes for the welfare reform communities. In doing so the Commission nurtures a spirit of inquiry and innovation. Our Local Commissioners and registry staff know their customers and value the cultural needs and family connectedness of community members. Decisions are made with an understanding of where each client comes from and what has influenced their behaviour. The exercise of authority under the FRC Act is governed by this empathy. The Commissioners 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 registry staff and from Commission clients.



Public sector ethics and Code of Conduct

Apart from the Family Responsibilities Commissioner, Deputy Commissioner, and the Local Commissioners – who are appointed by Governor in Council – staff of the Commission are employed under the *Public Service Act 2008*. 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 and Code of Conduct training is included in induction processes for new employees and is completed by all employees on an annual basis. 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 Public Service Commission (PSC) policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at all Commission premises.

The Local Registry Coordinators for the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge conduct Code of Conduct training for the Local Commissioners on an annual basis and facilitated Code of Conduct training for the Local Commissioners in July 2020. Aside from the fundamental principles of the Queensland Public Service Code of Conduct which are strictly adhered to, the principles of natural justice, conflict of interest and confidentiality are established and strongly reinforced with Local Commissioners through the Local Commissioners' Handbook and the Local Commissioners' Conference Guidelines. Confidentiality is specifically legislated by section 147 'Preservation of confidentiality' in the FRC Act which stipulates that a Commission member, FR Board member, member of staff or a person engaged by a support service must not record, disclose or use confidential information gained through involvement in the administration of the FRC Act unless for lawful purposes as defined in the section.

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 registry and in the five welfare reform communities. The Commission's Strategic Plan is currently under review, and now to be informed and finalised following a review of the FRC commissioned by DSDSATSIP in the first half of the 2021-22 financial year.

Human Rights

The *Human Rights Act 2019* came into effect on 1 January 2020. The Act is a framework for the Queensland public sector and places the human rights of individuals at the forefront of government and public sector service delivery. It is therefore clear that as employees in a public entity, and as employers, we must consider the impact of our decisions and actions on the human rights of those we serve.

The Commission is committed to building a culture that respects and promotes human rights. To build upon this commitment, all employees complete annual online training through iLearn, the Learning Management System for the Department of Children, Youth Justice and Multicultural Affairs (DCYJMA), the Department of Communities, Housing and Digital Economy (CHDE) and DSDSATSIP. In-house training to be delivered by the Queensland Human Rights



Governance

Commission was scheduled for early in the financial year, however, the continuing COVID-19 pandemic has delayed this training until a future date. Training regarding the legislative requirements of the *Human Rights Act 2019* is included as mandatory induction training.

The Commission has reviewed its complaints management policies to incorporate the need to identify and deal appropriately with a human rights complaint in a transparent process. The Commission has adopted the 'receive/assess/consider/resolve/respond/learn/report' methodology to handle human rights complaints. The policy states the Commission will act and make decisions in a way that is compatible with human rights and will properly consider human rights when making decisions regarding complaints. The Commission received no human rights complaints during the reporting period.

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 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. 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 BCP commences with an integrated approach to managing all risks that may impact strategic and business objectives and moves to reviewing and re-evaluating identified risks and reporting to the EMT.

Internal audit

The Commission is a small organisation, and as such a separate audit committee has not been established. Additionally, a specific internal audit function is not required unless directed by the Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships. Responsibility for audit functions is included as part of the role of the EMT in the corporate governance and service delivery of the Commission.

The Executive Officer (Finance) is responsible for performing internal audits to ensure efficiency and economy of systems and to identify financial, operational and business continuity risks. Audit results are reported to the Commissioner and Registrar to determine whether remedial actions are required and to establish compliance with statutory requirements and best practice.

Throughout the reporting period, the EMT requested periodic audits of the Commission's Customer Relationship Management (CRM) system for quality assurance purposes. These audits were undertaken to assist in maintaining the integrity of our underlying data used for

Governance



operational and statistical reporting purposes, as well as to ensure continuous improvement in delivering flexible, effective and efficient services.

The results of internal audits undertaken during the reporting period did not identify any significant deficiencies in internal control processes nor any operational or financial risks of a systemic nature that required external remedial action.

External scrutiny

The Commission began this reporting period under the oversight of the Legal Affairs and Community Safety Committee pursuant to the *Parliament of Queensland Act 2001*. Parliamentary oversight Committee responsibilities include:

- monitoring and reviewing the performance of the Commission
- reporting to the Legislative Assembly on any matter concerning the Commission, including its functions and performance
- examining annual reports and, if appropriate, commenting on any aspect of the report and
- reporting to the Assembly on any changes to the functions, structures and procedures of the Commission that the Committee considers desirable for more effective operations.

In September of this reporting period the Legal Affairs and Community Safety Committee released its Report No 76 'Oversight of the Family Responsibilities Commission'. In Report No 76 the Committee examined the Commission's 2018-19 Annual Report and referred to the oversight briefing by Commissioner Williams and Commission staff to the Economics and Governance Committee on 25 November 2019. The Legal Affairs and Community Safety Committee commented, "*The committee recognises the extremely challenging nature of many of the issues being examined by the FRC and the volume of work undertaken by the FRC. The committee also commends the FRC for the professional and considered approach that it takes in the discharge of its functions*".

Following Queensland State Government elections conducted on 31 October 2020 Ministerial portfolio changes were made with Minister Craig Crawford MP retaining the Aboriginal and Torres Strait Islander Partnerships portfolio and gaining the responsibility for Seniors and Disability Services. Pursuant to this change the Commission's Parliamentary oversight Committee changed to the Community Support and Services Committee.

On 8 March 2021, by invitation, Commissioner Williams, Registrar Maxine McLeod and Executive Officer (Finance) Tracey Paterson appeared at a public briefing before the Queensland Parliament's Community Support and Services Committee in Brisbane. The purpose of the briefing was to assist the Committee with its oversight of the functions and performance of the Commission. At the briefing Commissioner Williams provided an update on the shared outcomes achieved with the support of our tripartite partnership and joint Australian and Queensland Government investment, highlighted from an internal longitudinal performance assessment of FRC operations since 2008. Further advice was provided to the Committee regarding the imminent transition from the BasicsCard to the CDC in FRC communities, the funding uncertainty affecting the Commission and statutory appointments, and the challenges faced by the Commission and Australian and Queensland Governments in providing support services to regionally isolated communities (particularly in regard to domestic and family violence counselling).



Governance

Information systems and records governance

The Commission has a service level agreement with the Corporate Administration Agency (CAA) for the provision of 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 in accordance with the Queensland Government Information Security Policy (IS18:2018).

The Commission's Information and Communications Technology (ICT) system plays a vital role in supporting employees in the Cairns registry and regional offices. The Commission, in conjunction with CAA, has policies and 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, ensure reliable availability, preserve the integrity of information, and provide a high level of security and confidentiality. From 2021-22 all staff will be required to complete online annual information security training in order to protect the integrity of our systems.

The COVID-19 pandemic has changed the way people work around the world and accelerated digital adoption and transformation. The Commission has adapted to incorporate more flexible and resilient systems and processes to support staff working and collaborating remotely. Information security is paramount and was carefully considered through this implementation.

Various projects were undertaken by our ICT Administrator, Jeffrey Dela Cruz, during the reporting period comprising changes to our ICT systems as detailed below:

- Substantial work and modifications to the Commission's CRM system were completed during this financial year. Processes and operations were reviewed and refined to produce quality and meaningful outcome data for the Commission and external stakeholders. A more client outcomes-focused approach was adopted to drive these changes to the database. Building this type of reporting framework will enhance the Commission's ability to identify factors that are essential to effecting change to clients' lives.
- The Commission worked closely with DSS through the roll out of the CDC to support DSS and clients that were on income management. An FRC dashboard was developed and shared with DSS to identify the strengths of the FRC model as part of the CDC and identify information to inform on the drivers of voluntary income management. Additionally, the data has informed on the age and gender demographic of those applying to participate in the CDC and proactive and reactive motivators.
- The ICT Administrator commenced working with CAA, CITEC and Telstra to upgrade the Commission's network. This upgrade is essential to align with the developments implemented to the ICT system and to support future improvements to the Commission's information security.

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.

Governance



The Commission complies with recordkeeping practices in accordance with section 141 of the FRC Act, the *Public Records Act 2002* and sections 7, 22 and 23 of the *Financial and Performance Management Standard 2019*. Approximately 90 percent of Commission records are held in digital format.

As the Commission has been dependent upon funding commitments from the Queensland and Australian Governments on an annual basis, only those records which are identified as falling within section 141 of the FRC Act are destroyed. All other public records have been retained. No records have yet been transferred to the Queensland State Archives.

Workforce profile

At 30 June 2021 the Commission had an employee establishment of 17 positions occupied by 16 full-time equivalent (FTE) staff members. Additionally, the Commission employs 28 Indigenous Local Commissioners who are employed on a fee for service basis. The Local Commissioners are paid under the remuneration procedures for part-time chairs and members of Queensland Government Bodies. The Commission also employs a Deputy Commissioner who is engaged subject to a delegation from the FRC Commissioner to perform her functions under section 24 of the FRC Act as needed. The Deputy Commissioner's functions include, but are not limited to, conferencing, mentoring and training of the Local Commissioners, strategic policy development and other governance related matters. The Deputy Commissioner is paid at an hourly rate commensurate with that of a Magistrate under the *Judicial Remuneration Act 2007* and may act as the Commissioner (if appointed under section 25 of the FRC Act) if the Commissioner is not available to perform the Commissioner's functions or there is a vacancy in the office of the Commissioner. The figures in the workforce profile table are based on the public servant workforce profile of the Commission, including the FRC Commissioner as CEO, but excluding the Local Commissioners and Deputy Commissioner.

Workforce profile
<ul style="list-style-type: none">Of the 16 FTEs, 10 are permanent staff, 5 are temporary staff and 1 is on a set contract term (FRC Commissioner's tenure is set by the Governor in Council)
<ul style="list-style-type: none">18.75 percent of our workforce is Aboriginal or Torres Strait Islander
<ul style="list-style-type: none">75 percent of our workforce are women

Since the establishment of the Commission employee and job classification levels have altered from time to time as a result of operational reviews. During this financial year the Commission has experienced a permanent separation rate of zero percent.

The Commission 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 regarding 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.

During the period 1 July 2020 to 30 June 2021 no redundancy, early retirement or retrenchment packages were paid.



Governance

Performance management

To facilitate employee development, each employee together with their manager signs a Performance and Development Agreement which is linked to the Commission's strategic objectives. 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.

Flexible working arrangements and wellbeing

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 to assist in balancing work and carer roles where required. Employees are 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.

Employees across the public service contributed to the COVID-19 pandemic response in a range of different ways. Commission employees contributed to this effort by continuing to deliver essential services. Financial support is provided to staff in relation to obtaining the flu vaccine and employees are provided special leave to obtain COVID-19 vaccinations. The Commission continues to implement measures to support physical distancing and enhanced hygiene including additional cleaning and limiting employee numbers in smaller areas of the registry office such as the lunch and boardrooms. All staff who are required to travel for work are issued with a 'travel safe pack' equipped with masks, gloves, tissues and hand sanitiser. As of 30 June 2021, all staff members had returned to the workplace following last year's teleworking environment caused by the pandemic.

Professional development

The Commission is committed to providing professional development to the Local Commissioners on an ongoing basis to ensure it actively works to restore local authority by:

- assisting the Local Commissioners to enhance and expand upon relationships with other Indigenous organisations, service providers, government departments and agencies
- assisting the Local Commissioners with the delivery of training modules on statutory interpretation and applying a decision-making framework consistent with the FRC Act
- conducting a training week during which the Local Commissioners received professional training in emotional intelligence, the impact of domestic and family violence and fraud and corruption training delivered by the Crime and Corruption Commission

Governance



- conducting round table discussions to set strategic priorities, analyse unique challenges and develop a vision for the future
- conducting a review of operations via individual community dashboards through which statistics are presented and analysed, key performance indicators are set and assessed, and goals refreshed.

The broader focus of the Commission's professional development program for employees is on:

- promoting 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
- ongoing in-house training delivered by the Commissioner on statutory interpretation and application of the FRC Act to registry practices and procedures
- building a resilient workforce by providing online courses in Ethical Decision-Making, leadership and people management skills, Recognise, Respond, Refer – Domestic and Family Violence, Fraud and Corruption Control, Information Privacy, Conflict of Interest, Human Rights Act Public Entities Decision Making (online), Phishing – Information Security Awareness and Finance and Procurement Fundamentals
- promoting cultural capacity by providing Aboriginal and Torres Strait Islander Cultural Awareness training upon induction
- facilitating visits to welfare reform communities for new employees to increase their awareness of each unique community and enhance their understanding of the conferencing environment
- providing flexible work practices to enable employees to study whilst continuing to meet operational and client needs
- providing financial assistance and leave arrangements under the Commission's Study and Research Assistance Scheme.

In line with the above strategies and practices, employees are offered backfill roles in higher duty positions where available in order to ensure continuity of work processes, mitigate downtime, minimise disruption to workflows and enhance employee retention. Backfilling and cross-training safeguards employee expertise and corporate knowledge whilst maximising succession planning. During this reporting period three requests for conversion to tenure under Directive 09/20, 'Fixed term temporary employment' and two requests under Directive 13/20, 'Appointing a public service employee to a higher classification level' have been received and approved for conversion from 1 July 2021.

During 2020-21 employee professional development, training, and workshops cost \$12,426 excluding travel costs. This investment provides a platform for the Commission to foster the development of new skills, monitor, evaluate and improve business processes and improve service delivery. Unfortunately, inhouse leadership training plans continued to be affected by COVID safety limitations during this reporting period.



Governance

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 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>. For consultancies and overseas travel, refer to the Queensland Government Open Data website at <https://data.qld.gov.au>.

Publications by the Commission during 2020-21

1. Annual Report 2019-2020
2. Quarterly Reports 48 - 51 (April 2020 to March 2021)

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

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Review of financial performance

Financial summary

The FRC is a statutory body under the *Family Responsibilities Act 2008* and for the purposes of the:

- *Financial Accountability Act 2009*
- *Financial and Performance Management Standard 2019*
- *Statutory Bodies Financial Arrangements Act 1982*.

This summary provides an overview of the FRC's financial performance for 2020-21 and a comparison to 2019-20. A comprehensive set of 2020-21 financial statements covering all aspects of the Commission's activities commences on page 72.

Our performance

The operating result for 2020-21 was a surplus of \$355K as compared to a surplus in the 2019-20 year of \$1.464M.

Table 10: Summary of financial performance.

Summary statement	30 Jun 2021	30 Jun 2020
	\$000	\$000
Income	4,184	4,991
Less: expenses	3,829	3,527
Operating surplus	355	1,464

Income

Table 11: Summary of income by type.

Income by type	30 Jun 2021	30 Jun 2020
	\$000	\$000
State Government funding	2,359	2,262
Australian Government funding	1,800	2,700
Other revenue	25	29
Total	4,184	4,991

The increase in State Government funding is the application of a CPI increase. The decrease in Australian Government funding of \$900K is in relation to the receipt of a back payment for the period 1 January 2019 to 30 June 2019, received in December 2019 upon execution of the MoU with the Queensland Government (which expired on 30 June 2021). Other revenue decreased this year and is primarily interest received. The decrease as compared to the prior year is due to a reduction in interest rates resulting in lower interest received.

Expenses

Table 12: Summary of expenses by type.

Expenses by type	30 Jun 2021	30 Jun 2020
	\$000	\$000
Employee expenses	2,827	2,454
Supplies and services	938	1,011
Depreciation and amortisation	19	17
Finance/borrowing costs	2	2
Other expenses	43	43
Total	3,829	3,527

Employee expenses increased in 2020-21 due to staff vacancies being filled and the appointment of a Deputy Commissioner (a role which had been vacant for the full 2019-20 year).

The decrease in supplies and services is due primarily to the engagement in 2019-20 on a contract basis of the former Commissioner for a period of five weeks to undertake training and handover to the new Commissioner, as well as the engagement of a consultant to assist with various operational reviews and governance projects. These costs were not incurred in 2020-21. This decrease was partially offset by an increase in staff travel as COVID-19 restrictions eased and travel to our communities recommenced.

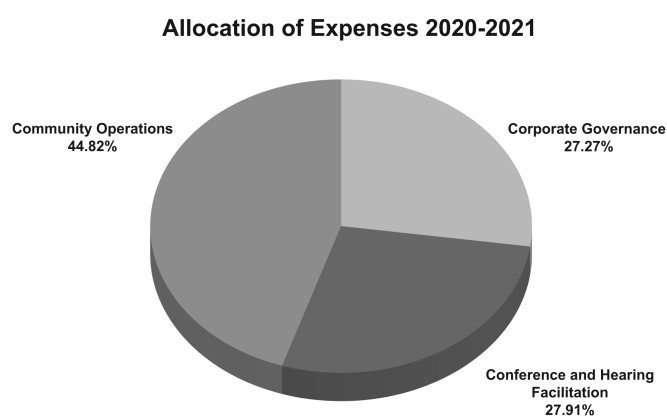
Review of financial performance



The core functions of the FRC can be summarised into three broad categories:

- **Corporate governance:** including corporate governance, finance, statistical reporting, training and other administrative functions to ensure the effective and efficient operations of the Commission.
- **Community operations:** including the operational costs in each of the five communities to conduct conferences and hearings, prepare and monitor case plans for clients for attendance at community support services and prepare and monitor income management orders.
- **Conference and hearing facilitation:** including to facilitate the holding of conferences and hearings in the five communities, provide support to the Local Commissioners and Local Registry Coordinators to hold conferences and hearings, assist with the on-going monitoring of case plans for clients through the provision of data and other information and process income management orders where considered necessary.

The allocation of the FRC's costs in 2020-21 based on the above core functions was:



Graph 7: Allocation of expenses
1 July 2020 to 30 June 2021.

The functions of corporate governance and conference and hearing facilitation are conducted primarily in the registry office in Cairns with frequent visits to community by staff. Community operations are

conducted by Local Registry Coordinators and Local Commissioners, resident in their respective communities. The Local Commissioners are paid as sessional sitting Commission members for conferencing, hearings, serving notices, meetings and professional development.

The largest allocation of FRC expenses is in relation to community operations conducted in our five communities broken down as follows:

Table 13: Summary of expense by community.

Community operations expenses by community	30 Jun 2021
	\$000
Aurukun	420
Coen	125
Doomadgee	733
Hope Vale	292
Mossman Gorge	146
Total	1,716

Our position

Total assets as at 30 June 2021 consisted of current assets of cash, prepayments and receivables in addition to non-current plant and equipment and right-of-use assets.

Total liabilities as at 30 June 2021 consisted of payables, accrued employee benefits and lease liabilities.

Table 14: Statement of financial position.

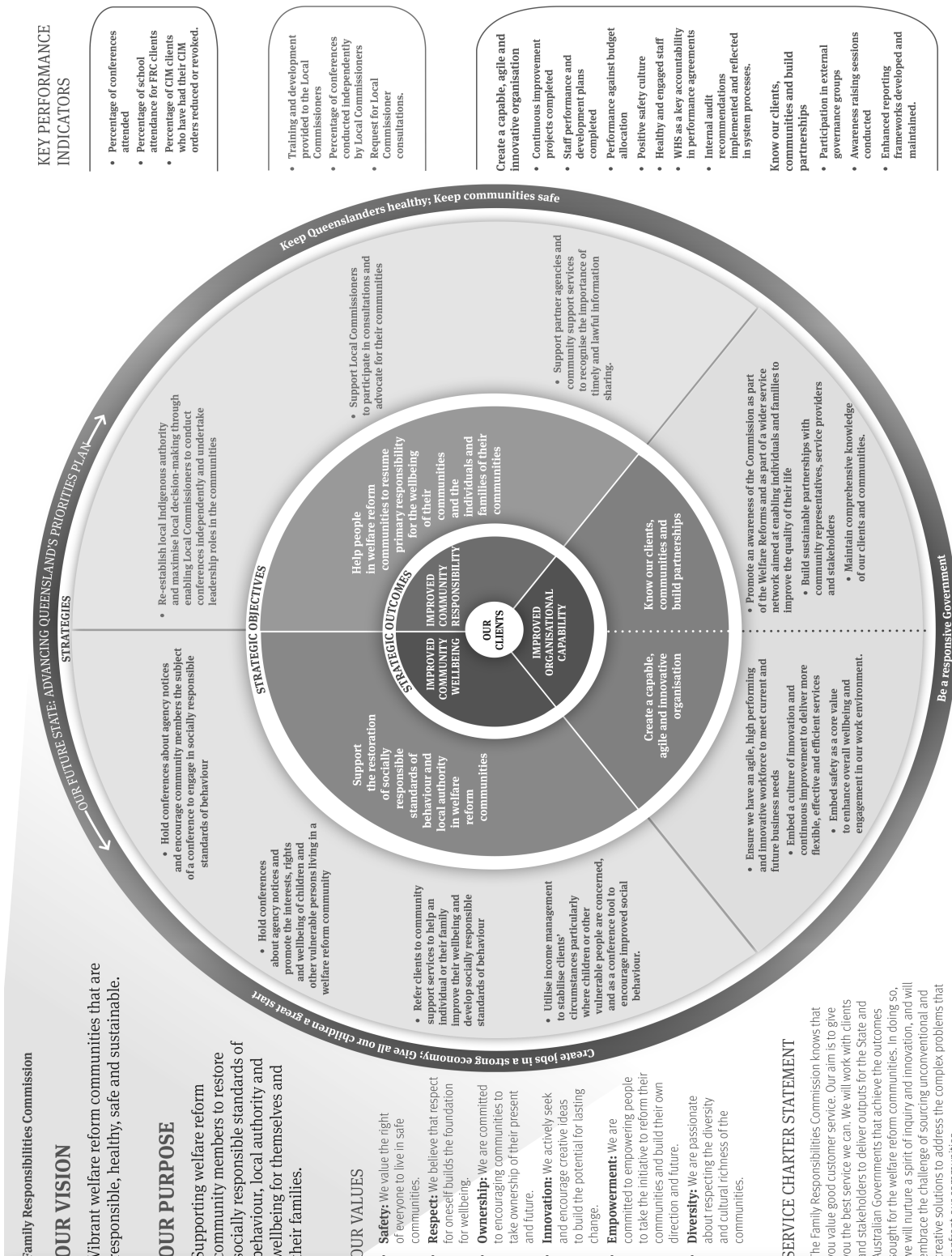
Statement of financial position	30 Jun 2021	30 Jun 2020
	\$000	\$000
Total assets	3,640	3,205
Total liabilities	392	312
Net assets	3,248	2,893
Total equity	3,248	2,893

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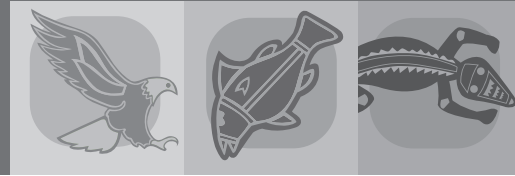


Appendices

Appendix A – Strategic Plan 2018-22



Appendices



Appendix B – Analysis of the Queensland Government’s ‘Our Way’ strategy and the *Family Responsibilities Commission Act 2008*.

The FRC Act supports Queensland’s ‘Our Way’ strategy, initiated to address the over-representation of Indigenous children in Queensland’s child protection system, as demonstrated in the following table.

Our Way Strategy Enablers and Building Blocks	Family Responsibilities Commission Act 2008 Objects and Principles
<p>Focus on the child</p>	<p>Best interests of children</p> <p>s5(1): The FRC Act is to be administered under the principle that the wellbeing and best interests of a child are paramount.</p> <p>s5(2)(b): In a conference about an agency notice involving a child, the child’s views and wishes should be taken into account in a way that has regard to the child’s age and ability to understand.</p>
<p>Empower Aboriginal and Torres Strait Islander parents, families and communities</p>	<p>Early intervention and local authority</p> <p>s4(1)(b): A main object of the FRC Act is to help people in welfare reform community areas to resume primary responsibility for the wellbeing of their community and the individuals and families of the community.</p> <p>s5(2)(a)(i) & (ii): The Commission should deal with matters in a way that facilitates early intervention...and makes appropriate use of community support services.</p> <p>s5(2)(c): Aboriginal tradition and Island custom must be taken into account in matters involving Aboriginal people or Torres Strait Islanders.</p>
<p>Enable self-determination</p>	<p>Local authority and decision making</p> <p>s50: Constitution of commission for conferences requires Local Commissioners appointed for the welfare reform community area from where the client lives or lived.</p> <p>s51(3): In appointing Local Commissioners for conference the FRC must consider their appropriateness, having regard to the clan or family group to which the person belongs; and consider whether the Local Commissioners should be male or female.</p> <p>The decision-making power of the FRC at conference is held by Aboriginal Commissioners.</p>



Appendices

Appendix B continued

Our Way Strategy Enablers and Building Blocks	Family Responsibilities Commission Act 2008 Objects and Principles
<p>Set high expectations and positive norms</p>	<p>Socially responsible standards of behaviour</p> <p>s4(1)(a): A main object of the FRC Act is to support the restoration of socially responsible standards of behaviour and local authority in welfare reform community areas.</p> <p>s4(2)(b) The objects are to be achieved mainly by establishing the FRC... to deal with matters in a way that:</p> <ul style="list-style-type: none"> (i) encourages community members to engage in socially responsible standards of behaviour; and (ii) promotes the interests, rights and wellbeing of children and other vulnerable persons living in a welfare reform community area.

Appendices



Appendix C – Biographies of Commissioners and the Registrar

Family Responsibilities Commissioner

Commissioner Tammy Williams

Tammy Williams was appointed as the FRC Commissioner on 2 September 2019. Since her appointment she has been working hard to apply her own work culture and extensive business acumen on Commission operations. Commissioner Williams leads by using an adaptive and authentic leadership style drawn equally from both her professional and lived experiences as an Aboriginal woman.

Tammy Williams is a Murri woman from the Guwa people near Winton and the Wangan and Jagalingou peoples of central Queensland. She was awarded a law degree from the Queensland University of Technology in 2001, after which she was admitted as a Barrister in the Supreme Court of Queensland and High Court in Australia in 2002. She is a highly experienced professional who has worked successfully within and outside government. She has a great understanding of the Commission and welfare reform communities having acted as the Director-General for the Department of Aboriginal and Torres Strait Islander Partnerships in the past, and as such, a member of the FR Board.

Deputy Commissioner Rodney Curtin

Deputy Commissioner Rodney (Rod) Curtin was born and raised in Cairns and completed his secondary education at St Augustine's College. He attained a Bachelor of Law degree through the Queensland University of Technology and was appointed a Barrister-at-Law to the Supreme Court of Queensland and the High Court of Australia in 1987. Deputy Commissioner Curtin's practice has been predominately in the jurisdictions of Family Law and Criminal Law. His experience has involved the conduct of circuits in the Cape York Peninsula and Torres Strait regions for more than 25 years. Over the years he has been called on to conduct many seminars

and training sessions for students at James Cook University, the Department of Education and Family Court counsellors on family law and domestic violence issues. Deputy Commissioner Curtin has also mentored young solicitors and field officers attached to the Aboriginal and Torres Strait Islander Legal Service.

Deputy Commissioner Curtin is passionate in the pursuit of access to justice services for Indigenous people. He advocates for the advancement of programs to provide better resources and achieve better outcomes for Indigenous people who appear before the courts. Deputy Commissioner Curtin has been involved with the Cape York Peninsula Youth Justice Program and has been a strong advocate for Juvenile Justice issues. His service to the Indigenous communities has been acknowledged as dedicated and compassionate, having an in-depth knowledge of the cultural and social issues of people within those communities. Rod's original appointment as Deputy Commissioner from July 2010 expired in December 2019. He was reappointed to the role in July 2020. Deputy Commissioner Curtin advises that he thoroughly enjoys his work, the most rewarding aspect of which has been his association with the Local Commissioners. Their dedication and tireless persistence in striving toward creating a better community and setting a wonderful example for the next generation has been inspirational.



Appendices

Local Commissioners

Aurukun

Commissioner Edgar KERINDUN OAM (Sara Clan) was born and raised in Aurukun and is a traditional owner of the area. 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. He held the position of Councillor for a further eight years during which time he was also appointed as the Deputy Mayor for the last four years until 2020. Aurukun Commissioner Kerindun decided not to stand as a candidate in the 2020 Local Government elections. 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. From 2016 to 2020 Aurukun Commissioner Poonkamelya was a Councillor for the Aurukun Shire Council, deciding not to stand as a candidate in the 2020 Local Government elections. 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.

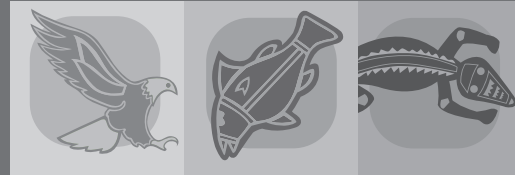
Commissioner Ada Panawya WOOLLA OAM (Winchanum Clan) was born and raised in Aurukun, leaving the community to attend boarding school and later Cairns Business College. From 2012 to 2020 Aurukun Commissioner Woolla held the position of Councillor in the Aurukun Shire Council, deciding not to stand as a candidate in the 2020 Local Government elections. 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.

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 Woolla 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, 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

Appendices



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 (TAFE) in Cairns. From 2012 to 2020 Aurukun Commissioner Koomeeta held the position of Councillor in the Aurukun Shire Council, deciding not to stand as a candidate in the 2020 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. Commissioner Tamwoy met her husband, Gerald Tamwoy, when they were 17 years old and they have raised their six children in Aurukun.

Commissioner Tamwoy is a qualified mediator and runs the mediation program in Aurukun which has been a huge success in bringing

families together to resolve issues without resorting to violence.

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. At the Local Government elections conducted on 28 March 2020 Aurukun Commissioner Tamwoy was elected Mayor of the Aurukun Shire Council. Along with her role as a mediator 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.

Coen

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.

On 1 April 2021 Coen Commissioner Garry Port decided to step down from his role as a Local Commissioner.

Commissioner May Mary KEPPLE OAM (Wik-Munkan Clan) is a Justice of the Peace (Qualified). Commissioner Kepple has had a variety of positions in retail and sales and enjoys painting on canvas. As an accredited foster carer since 2007 she remains committed to the welfare of children, ensuring they receive opportunities



Appendices

for self-development and a bright future. From February 2014 to 2018 Commissioner Kepple worked with RAATSICC (Cape York/Gulf Remote Area Aboriginal & Torres Strait Islander Child Care) as a Community Recognised Entity and Advisor. Coen Commissioner Kepple is currently working for the Department of Justice and Attorney-General as a Member Elder. 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 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 as the Junior Ranger Coordinator and Administrator for 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 the Department of Aboriginal and Torres Strait Islander Partnerships 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

Appendices



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 until her resignation in December 2020. In January 2021 Coen Commissioner Maureen Liddy commenced in the role of Pama Futures Implementation Manager with Pama Futures.

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 / Takalaka Clans) 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 Council and Doomadgee Aboriginal Shire Council Deputy Mayor from 2008 to 2012.

He has also driven trucks and has run the night patrol for the Doomadgee community. For many years Doomadgee Commissioner 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. He then went on to hold the position of Indigenous Education Leader at the Doomadgee State School until 2019. 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



Appendices

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, and in 2014 commenced as a School Attendance Officer at the Doomadgee State School until 2018. Commissioner Jupiter has four children of her own and has been a foster carer for five others. Commissioner Jupiter commenced as a founding Local Commissioner for Doomadgee in August 2014 until 31 October 2019, re-joining the Commission as a Local Commissioner on 1 July 2020. On 30 June 2021 Commissioner Jupiter decided to step down from her role as a Local Commissioner, as she has relocated away from community.

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 has mentored Indigenous women. Commissioner O'Keefe hopes that her role as a Local Commissioner with the Family Responsibilities Commission will enable her to play a significant part in improving outcomes for Doomadgee families.

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 and two great grandsons.

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

Appendices



nothing better than to go back out on country to hunt, fish and camp. Doomadgee Commissioner Douglas is a firm believer that education must begin at home from a young age to form a strong foundation for the future.

Commissioner Isabel TOBY (Waanyi / Gangalidda Clans) was born in Doomadgee and has lived most of her life there. Married to Christopher Toby, Isabel has three sons, one daughter and three grandchildren. Having not had the opportunity to attend boarding school herself, Commissioner Toby is determined that her own children will not miss out on a good education and has sent each of them to boarding school to further their studies. Commissioner Toby would also like her grandchildren to follow in the same steps to ensure they receive the education they deserve. Doomadgee Commissioner Toby has worked at Centrelink, the Doomadgee Aboriginal Shire Council, Job Futures and as a teacher aide. She is currently employed as a Team Leader to Family Support Workers at Save the Children where she has worked for ten years. She enjoys helping her community to ensure a positive future for their children and families. Commissioner Toby commenced as a founding Local Commissioner for Doomadgee in August 2014 until 8 June 2017. She has since re-joined the Commission as a Local Commissioner on 1 November 2019.

Commissioner Dawn APLIN (Waanyi Clan) was born in Burketown. She moved to Doomadgee as a young child where she attended the Doomadgee State School until she completed Year 7. She then moved to Malanda to attend the Malanda State High School to complete years 8 and 9. After she completed her schooling Commissioner Aplin moved back to Doomadgee and commenced working. Commissioner Aplin's work experience includes working for the Doomadgee Aboriginal Shire Council as a Pay Clerk for 11 years and for the Community Development Employment Projects program as a Sign-up Officer. Since 2016 Commissioner Aplin has been working at Save the Children. Commissioner Dawn Aplin has five children, three boys and two girls, is a grandmother to

18 grandchildren and a great grandmother to two great-grandchildren. She enjoys fishing in her spare time as well as going out on country with her family to camp and hunt. Commissioner Aplin feels committed to helping young parents in the community and this is what inspired her to become a Local Commissioner.

On 24 October 2019, the Governor in Council under the FRC Act approved the appointment of Dawn Aplin as an FRC Local Commissioner. Coupled with her employment at Save the Children, Commissioner Aplin sees her work as a Local Commissioner as being extremely important in aiding and guiding young families in the community.

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 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 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 Priscilla GIBSON (nee BOWEN) a Guugu Yimithirr speaking woman has ancestral heritage to Daarrbra, Bagarrmugu, and Birra-gumba from her grandfather George Bowen (Emerson) who was removed from his homeland (Proserpine area) to Cape Bedford Mission after the closure of Mari Yamba Lutheran Mission.



Appendices

She has skills and qualifications in early childhood education, having established a centre in her hometown of Hope Vale, later acquiring the 'George Bowen Memorial Kindergarten', and assisting it to achieve accreditation under the Childcare and Kindergarten Association. Commissioner Gibson holds a Diploma in Nursing, Nutrition and Advanced Practice in Aboriginal Health, and a Graduate Diploma in Health Promotion, Counselling and Referral Skills. She has served on various boards as a Director, worked with the TAFE College in Cairns in the position of Program Manager for the Community Ranger Program, Local Coordinator for the FRC, Coordinator for the Well Being Centre and Senior Parenting Practitioner with Cape York Partnership. Commissioner Gibson and her husband Commissioner Victor Gibson perform strong community engagement roles by providing opportunities for social gatherings through concerts, Yarning Circles, contributing to the Young Leaders Program and opening their door as foster carers for the community.

Commissioner Gibson states, "Culture and my family is important to me. It is the embodiment of my existence and that of my ancestors and descendants."

On 24 October 2019, the Governor in Council under the FRC Act approved the appointment of Priscilla Gibson as an FRC Local Commissioner.

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. In 2021 Commissioner Hart with the support of her workplace has completed her Certificate III in Aboriginal and / or Torres Strait Islander Primary Health Care and will soon enrol for her Diploma in Mental Health. Her former roles include Engagement Officer for Cape York Empowered Communities Backbone Organisation, Community Development Officer with Living Change at 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 including 12 grandchildren and one great-grandchild 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 employed as a Student Development Officer at the Hope Vale Campus of CYAAA. 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 currently has a role in the live performance and re-enactment of the landing of Captain Cook and his interactions with the Guugu Yimithirr Bama at the Cooktown and Cape York Expo 2021.

Appendices



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 five granddaughters and one grandson.

Commissioner Selina KERR-BOWEN is married to Ronald Bowen from the Thuupi / Dharrba Warra Clans of Hope Vale. Commissioner Kerr-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 Nancee-Rae is currently schooling at St Patrick's College in Townsville. She is striving to also graduate secondary school, like her older brothers, Warwick and Coleridge. Commissioner Kerr-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, a Parenting Consultant where she delivered the Triple P program for Cape York Partnership and a Councillor from 2016 to 2020 with the Hope Vale Aboriginal Shire Council.

Hope Vale Commissioner Kerr-Bowen commenced with the Commission on 14 May 2015 and 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. Today Commissioner Kerr-Bowen and her husband, commit their time, raising children placed in Child Safety as General Carers. They believe, every child deserves to have the best start in life.

Commissioner Robert GIBSON (Bulgun Warra / Aba Yeerrkoya Clans) was born and raised in Brisbane and is one of six children. His family, though originally from Hope Vale, moved to Brisbane to access medical treatment for his eldest brother. Commissioner Gibson attended Zillmere North State School and in

1982 completed Year 12 at Aspley State High School. He continued his tertiary studies at TAFE prior to attaining a boilermaker apprenticeship at the Royal Corps of Australian Electrical and Mechanical Engineers Army Barracks.

In 1984 he was happy to return to his family's homeland of Hope Vale and secured employment as a Deckhand at Cape Flattery until 1991. Following his work at Cape Flattery Commissioner Gibson gained employment with the Hope Vale Aboriginal Shire Council as a Debtor's Clerk/Administration Officer. In 1993 he was elected as Deputy Chairperson of the Hope Vale Aboriginal Shire Council. After completing a Certificate of Justice Studies, Community Policing at Innisfail's TAFE he was employed as a Police Liaison Officer in Mossman from 1996 to 1999, later transferring to Hope Vale.

Commissioner Gibson has been Director and Deputy Chair for both Alka Bawar Aboriginal Corporation (Bathurst Heads) and Kalpowar Aboriginal Land Trust. These positions included the sourcing of funding and planning for on country development. On 24 October 2019, the Governor in Council under the FRC Act approved the appointment of Robert Gibson as an FRC Local Commissioner.

Commissioner Gibson has been blessed with two daughters and one grandson who live in the Cooktown and Hope Vale area. Fishing and camping have been a big part of his life and he has a new-found hobby of carpentry in constructing planter boxes.

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



Appendices

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 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.

On 30 June 2021 Mossman Gorge Commissioner Karen Shuan decided to step down from her role as a Local Commissioner to work in the cultural heritage section of the Jabalbina Yalanji Aboriginal Corporation.

Commissioner George ROSS-KELLY (Kuku Nyungul / Kuku Yalanji Clans) was born and raised in Mossman where he attended Miallo State School and Mossman State School. He is the eldest of two children and is proud to be fluent in the Kuku Yalanji language which he has passed down to his children and grandchildren.

In the mid-1980s Commissioner George Ross-Kelly became a resident of the Mossman Gorge community during which time he was employed as a bus driver, providing transport for community residents to shop in Mossman and to go on country excursions which included camping and fishing trips. Further positions held included a role as Supervisor of the landscaping and gardening unit of BBNAC, and Team Leader in the Woodwork Unit of the Mossman Art Centre which afforded him the opportunity to indulge his hobbies of woodwork and using a lathe.

He returned to bus driving in 2004 when he commenced employment with Country Road Coachlines – a service running from Cairns to Cooktown. In 2006 he returned to working closer to home with FNQ Bus Lines which provided a school bus run for the Mossman Gorge and Newell Beach areas.

Mossman Gorge Commissioner Ross-Kelly joined the FRC as a Local Commissioner in November 2019. He finds his role with the FRC enriching as it enables him to use his skills and aptitude to communicate with community members, providing support and empathy. He is empowered by the opportunity to learn new skills.

His weekend activities include fishing at Newell Beach and Rocky Point and camping in the Daintree and Roseville/Cooktown areas with his family.

Appendices



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 Department of Justice and Attorney General 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.

Community support staff

Local Registry Coordinators

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

The Local Registry Coordinators are:

Aurukun:	Mr Bryce Coxall
Coen:	Mr Simeon Miglioranza (Acting)
Doomadgee:	Mr Brenden Joinbee
Hope Vale:	Ms Josephine Pinder
Mossman Gorge:	Mr Simeon Miglioranza (Acting)



Appendices

APPENDIX D – SITTINGS CALENDAR

Family Responsibilities Commission 1 July 2020 to 31 December 2020

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

Appendices



Family Responsibilities Commission 1 January 2021 to 30 June 2021

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
4 January						
11 January						
18 January				Workshop		21 Local Registry Coordinator and Local Commissioner Workshop
25 January		Public Holiday				26 Australia Day
1 February						
8 February		AU	AU HV	AU HV		
15 February		DM MG	DM			
22 February		AU CO	AU	AU HV		
1 March		DM	DM			
8 March		AU	AU	AU HV		
15 March		DM MG	DM			
22 March		AU	AU	AU HV		
29 March		MG	DM		Public Holiday	2 Good Friday
5 April	Public Holiday					5 Easter Monday
12 April						
19 April		AU MG	AU	AU		
26 April	Public Holiday		DM HV	DM HV		26 ANZAC Day Public Holiday
3 May	Public Holiday		AU	AU		3 Labour Day
10 May		DM CO	DM	HV		
17 May	Public Holiday	AU MG	AU	AU		17 Hope Vale Evacuation Day
24 May		DM	DM	HV		
31 May		MG		Public Holiday		3 Mabo Day - Doomadgee
7 June		DM CO	DM HV			
14 June		AU MG	AU	AU		
21 June		LCDW	LCDW	LCDW		22, 23, 24 Local Commissioner Development Week (LCDW)
28 June						



Appendices

Appendix E – Compliance checklist

Family Responsibilities Commission 2020-2021 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 117
	<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
Non-financial performance	<ul style="list-style-type: none"> Government’s objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	Pages 24-26, 99-100
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	Pages 25-47, 98
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	Pages 13-47
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	Pages 70-71
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	Pages 10-11, 13-15, 58-60
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	Pages 59-60
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	N/A
	<ul style="list-style-type: none"> Public Sector Ethics 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 61
	<ul style="list-style-type: none"> Human Rights 	<i>Human Rights Act 2019</i> ARRs – section 13.5	Pages 61-62
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	Page 60

Appendices



Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	Page 62
	• Audit committee	ARRs – section 14.2	Page 62
	• Internal audit	ARRs – section 14.3	Pages 62-63
	• External scrutiny	ARRs – section 14.4	Page 63
	• Information systems and record keeping	ARRs – section 14.5	Pages 64-65
	• Information security attestation	ARRs – section 14.6	N/A
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	Pages 65-67
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Page 65
Open Data	• Statement advising publication of information	ARRs – section 16	Page 68
	• Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 33.3	N/A
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Page 21 of 24
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Pages 22-24 of 24



Appendices

Appendix F – Communities' resident population

Aurukun

Aurukun is on the western coast of Cape York and is approximately 900 kilometres northwest of Cairns, and about 200 kilometres south of Weipa. The community had an estimated resident adult population of 923 people as at 30 June 2020^{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 263 people as at 30 June 2020^{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 850 people as at 30 June 2020^{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 761 people as at 30 June 2020^{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 2020^{1,4}.

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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 ABS unpublished preliminary Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2020.
 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 2020.
 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 2020.

Glossary of terms



Abbreviations

ABS	Australian Bureau of Statistics	EQ	Education Queensland School Attendance
AO	Officer of the Order of Australia	ERP	Estimated Resident Population
ARRs	Annual Report Requirements for Queensland Government agencies	FAA	<i>Financial Accountability Act 2009</i>
AU	Aurukun	FPMS	<i>Financial and Performance Management Standard 2019</i>
BBNAC	Bamanga Bubu Ngadimunku Aboriginal Corporation	FRA	Family Responsibilities Agreement
BCP	Business Continuity Plan	FRC	Family Responsibilities Commission
CAA	Corporate Administration Agency	FTE	Full-time Equivalent
CDC	Cashless Debit Card	HT	Housing Tenancy Breach
CEO	Chief Executive Officer	HV	Hope Vale
CHDE	Department of Communities, Housing and Digital Economy	ICT	Information and Communications Technology
CIM	Conditional Income Management	LCDW	Local Commissioner Development Week
CM&M	Case Management and Monitoring	MAG	Magistrate Court
CO	Coen	MG	Mossman Gorge
CRAC	Coen Regional Aboriginal Corporation	MoU	Memorandum of Understanding
CRM	Customer Relationship Management	NIAA	National Indigenous Australians Agency
CS	Child Safety and Welfare	NWRH	North and West Remote Health
CSC	Conspicuous Service Cross	OAM	Medal of the Order of Australia
CYAAA	Cape York Aboriginal Australian Academy	PCYC	Police-Citizens Youth Club
CYI	Cape York Institute	PSC	Public Service Commission
CYP	Cape York Partnership	QGSO	Queensland Government Statistician's Office
DCYJMA	Department of Children, Youth Justice and Multicultural Affairs	QLD	Queensland
DIS	District Court	RAATSICC	Remote Area Aboriginal and Torres Strait Islander Child Care
DM	Doomadgee	RFDS	Royal Flying Doctor Service
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships	SEIFA	Socio-Economic Index for Areas
DSS	Department of Social Services	SEN	School Enrolment Notice
DV	Domestic Violence	TAFE	Technical and Further Education
DVB	Domestic Violence Breach	TIS	Translating and Interpreting Service
DVO	Domestic Violence Order	VIM	Voluntary Income Management
EMT	Executive Management Team	VSM	Volatile Substance Misuse
		WBC	Wellbeing Centre

Also:

Apunipima Cape York Health Council (Apunipima)

Family Responsibilities Board (FR Board)

Family Responsibilities Commission (the Commission)

Family Responsibilities Commission Act 2008 (the FRC Act)

Family Responsibilities Commission (COVID-19 Emergency Response) Regulation 2020 (FRC's COVID-19 Regulation)

Family Responsibilities Commission Registry (the registry)

Ms Tammy Williams, Family Responsibilities Commissioner (the Commissioner)



Contact details

Family Responsibilities Commission

Cairns central registry

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Level 3, 107 Lake Street, Cairns 4870
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www.frcq.org.au

Aurukun

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Ph (07) 4060 6185
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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
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Fax (07) 4041 0974

Hope Vale

Office 1, Hope Vale Business Service Centre, 3 Muni Street, Hope Vale 4895
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Fax (07) 4041 0974

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.dsdsatsip.qld.gov.au/our-work/aboriginal-torres-strait-islander-partnerships/discrete-remote-communities/welfare-reform> and <https://statistics.qgso.qld.gov.au/qld-regional-profiles>.



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