



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 who have 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 Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) as part of a linked service system to achieve individualised client outcomes.

1. Department of Education, Department of Child Safety, Seniors and Disability Services, Department of Housing, 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.
- **‘Path to Treaty’** – the Path to Treaty is a shared journey between the Queensland Government, Aboriginal and Torres Strait Islander peoples and non-Indigenous people – a key reform with the ultimate goal of negotiating a treaty, or treaties. 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 77) 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. This expenditure directly benefits 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 performance and activity data show 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 2022 to 30 June 2023. This data, additional to the statistical information cited elsewhere in this report, is used by the FRC’s EMT to monitor the organisation’s progress in achieving the main objectives of the Strategic Plan 2018-23.



Non-financial performance outcomes

The FRC knows its clients and communities.

From 1 July 2022 to 30 June 2023, the Commission received a total of 8,767 agency notices across a range of notifiable behaviours of which 5,313 notices relating to 1,276 clients were within jurisdiction, comprising:

Table 1: In jurisdiction notices by type and community 1 July 2022 to 30 June 2023

Type of notice	AU	CO	DM ²	HV	MG	Total
Supreme Court	0	0	0	0	0	0
District Court	17	0	0	6	1	24
Magistrates Court	1,155	39	0	296	82	1,572
Domestic Violence Breach	99	12	0	68	20	199
Domestic Violence Order	179	20	0	80	18	297
School Attendance	620	67	1,388	545	138	2,758
School Enrolment	2	3	25	0	0	30
Child Safety and Welfare						
Child Concern Reports	103	2	202	41	12	360
Finalised Child Protection Investigations	38	1	18	3	0	60
Housing Tenancy	8	0	0	2	3	13
Total	2,221	144	1,633	1,041	274	5,313

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

- Aurukun (AU) received 2,221 notices relating to 503 clients (249 female and 254 male)
- Coen (CO) received 144 notices relating to 61 clients (32 female and 29 male)
- Doomadgee (DM) received 1,633 notices relating to 344 clients (228 female and 116 male)
- Hope Vale (HV) received 1,041 notices relating to 301 clients (158 female and 143 male)
- Mossman Gorge (MG) received 274 notices relating to 67 clients (39 female and 28 male).

2. Agency notices for the community of Doomadgee are presently received from the Department of Education and the Department of Child Safety, Seniors and Disability Services only.

Non-financial performance outcomes



Table 2: In jurisdiction notices by type and quarter 1 July 2022 to 30 June 2023

Type of notice	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Supreme Court	0	0	0	0	0
District Court	10	4	4	6	24
Magistrates Court	333	269	554	416	1,572
Domestic Violence Breach	34	41	80	44	199
Domestic Violence Order	43	80	104	70	297
School Attendance	539	731	751	737	2,758
School Enrolment	19	1	2	8	30
Child Safety and Welfare	85	93	117	125	420
Housing Tenancy	7	2	2	2	13
Total	1,070	1,221	1,614	1,408	5,313

Table 3: In jurisdiction notices by community and quarter 1 July 2022 to 30 June 2023

Number of notices	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Aurukun	387	382	807	645	2,221
Coen	22	62	36	24	144
Doomadgee	385	440	391	417	1,633
Hope Vale	206	255	313	267	1,041
Mossman Gorge	70	82	67	55	274
Total	1,070	1,221	1,614	1,408	5,313

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 845 clients (66 percent) were notified to the Commission with only one type of notice, whilst the remaining 431 clients (34 percent) received more than one type of notice.

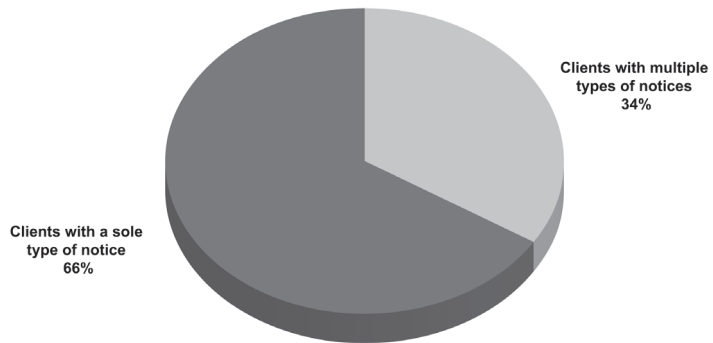


Non-financial performance outcomes

Table 4: FRC clients by the number of types of notices 1 July 2022 to 30 June 2023

Number of types of notices received	Number of clients
1	845
2	319
3	90
4	16
5	6
Total	1,276

Client allocation based on single and multiple types of notices 2022-2023



Graph 3: Client allocation based on single and multiple types of notices 1 July 2022 to 30 June 2023

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

- 35 percent received a school attendance (EQ) notice
- 16 percent received a Magistrate Court (MAG) notice
- 7 percent received a child safety and welfare (CS) notice
- 6 percent received a domestic violence order (DVO) notice and
- 2 percent received a domestic violence breach (DVB) notice.

The remaining sole notices received for Commission clients were 4 clients with a District Court (DIS) notice, 4 clients with a school enrolment breach (SEN) notice and 3 clients with a housing tenancy breach (HT) 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 431 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 2022 to 30 June 2023

Type of notice/s ³	Number of clients	Type of notice/s ³	Number of clients
CS,DIS,DVB	1	CS,SEN	1
CS,DIS,MAG	1	DIS,DVB	1
CS,DVB	1	DIS,DVO	1
CS,DVB,DVO	1	DIS,MAG	2
CS,DVB,DVO,EQ,MAG	4	DVB,DVO	11
CS,DVB,DVO,MAG	5	DVB,DVO,EQ	2
CS,DVB,EQ	1	DVB,DVO,EQ,MAG	3
CS,DVB,EQ,MAG	1	DVB,DVO,MAG	21
CS,DVB,MAG	2	DVB,EQ	3
CS,DVO	17	DVB,EQ,MAG	9
CS,DVO,EQ	3	DVB,MAG	36
CS,DVO,EQ,HT	1	DVO,EQ	17
CS,DVO,EQ,HT,MAG	2	DVO,EQ,MAG	13
CS,DVO,EQ,MAG	5	DVO,MAG	54
CS,DVO,MAG	14	EQ,HT	1
CS,EQ	97	EQ,HT,MAG	1
CS,EQ,HT	1	EQ,MAG	45
CS,EQ,HT,MAG	1	EQ,MAG,SEN	1
CS,EQ,MAG	14	EQ,SEN	14
CS,EQ,SEN	5	HT,MAG	3
CS,MAG	14	MAG,SEN	1
Total			431

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



Non-financial performance outcomes

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 2022 to 30 June 2023 a total of 1,137 conferences were held relating to 617 clients.

Table 6: Conferences by community and quarter 1 July 2022 to 30 June 2023

Conferences	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Aurukun	94	121	125	88	428
Coen	0	7	15	7	29
Doomadgee	94	114	85	84	377
Hope Vale	80	40	31	45	196
Mossman Gorge	28	31	22	26	107
Total	296	313	278	250	1,137

Conferences during the financial year resulted in 265 agreements to attend community support services (a decrease of 2 percent from 2021-22), 147 orders made to attend community support services (an increase of 7 percent from the previous reporting period) and 64 CIM orders issued (a 28 percent decrease from the previous reporting period). As a subset of the total number of conferences conducted for the financial year, 254 DV conferences were conducted in Aurukun, Coen, Hope Vale and Mossman Gorge an increase of 27 percent from 2021-22.

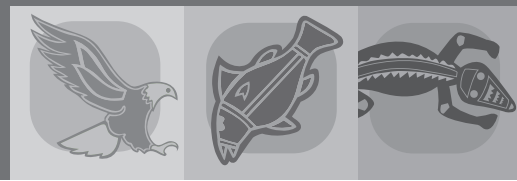
Clients on conditional income management

From 1 July 2022 to 30 June 2023, there was a total of 64 CIMs relating to 60 clients.

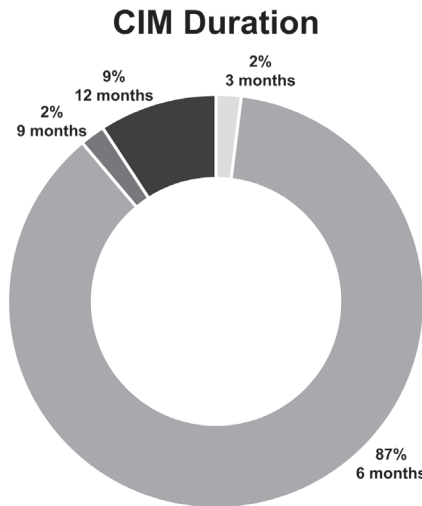
As at 30 June 2023, there were 28 clients subject to a CIM with 50 percent at 60% and 79 percent for a 6-month or less duration. As a subset of the total number of CIMs in the financial year, 13 CIMs were made at conference in relation to DV notifying behaviours.

The statistical information provided in graphs 4 and 5 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 2022-23 reporting period 58 percent of CIM orders and agreements quarantined 60% of a client's welfare payment. During the same period 87 percent were for a period of 6 months.

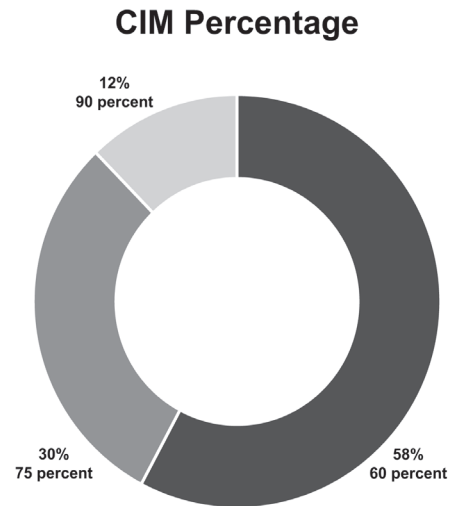
Non-financial performance outcomes



The Commission processed the 64 CIMs issued in 2022-23 as follows:



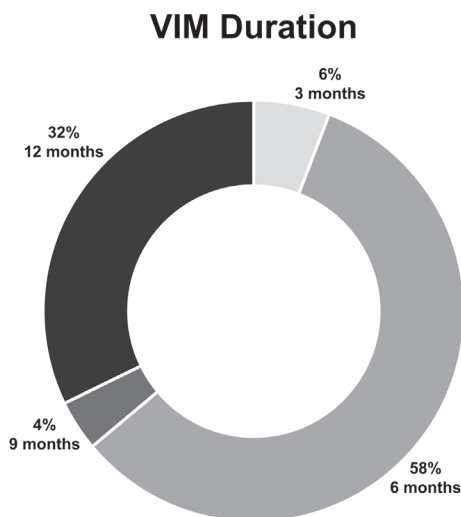
Graph 4: Breakdown of CDC/SmartCard CIMs by duration 1 July 2022 to 30 June 2023



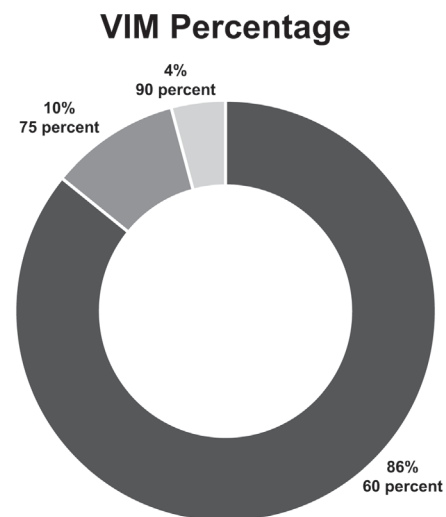
Graph 5: Breakdown of CDC/SmartCard CIMs by percentage 1 July 2022 to 30 June 2023

Clients on voluntary income management

The Commission processed 118 VIM agreements (a decrease of 16 percent from 2021-22) for 100 clients.



Graph 6: Breakdown of CDC/SmartCard VIMs by duration 1 July 2022 to 30 June 2023



Graph 7: Breakdown of CDC/SmartCard VIMs by percentage 1 July 2022 to 30 June 2023

Following the transition from the CDC to the SmartCard in FRC communities from 6 March 2023, requests by community members to voluntarily participate in eIM has decreased. Several factors account for the decrease including the purchase of tobacco is no longer allowed under the eIM program and our clients have expressed a greater need for access to more cash. Currently our clients can only choose to quarantine 60, 75 or 90 percent of their welfare payment. The Commission would be open to have a lower percentage of quarantined money available to our



Non-financial performance outcomes

clients, so that they could remain on the SmartCard with the benefits the card affords but also have access to more cash as required.

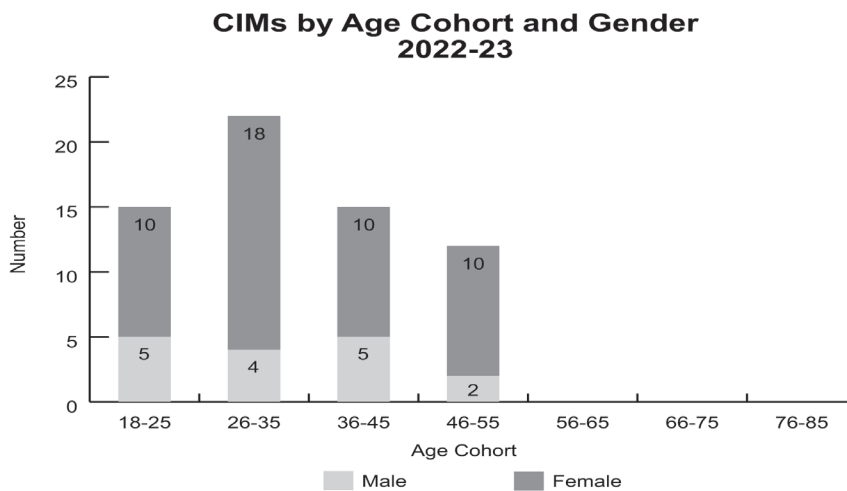
Since the commencement of the Commission 357 clients (228 female and 129 male) have had an active VIM agreement. As at 30 June 2023, there were 66 clients on a VIM, with 85 percent at 60% and 52 percent for a 12-month duration.

Conditional and voluntary income management age and gender breakdown

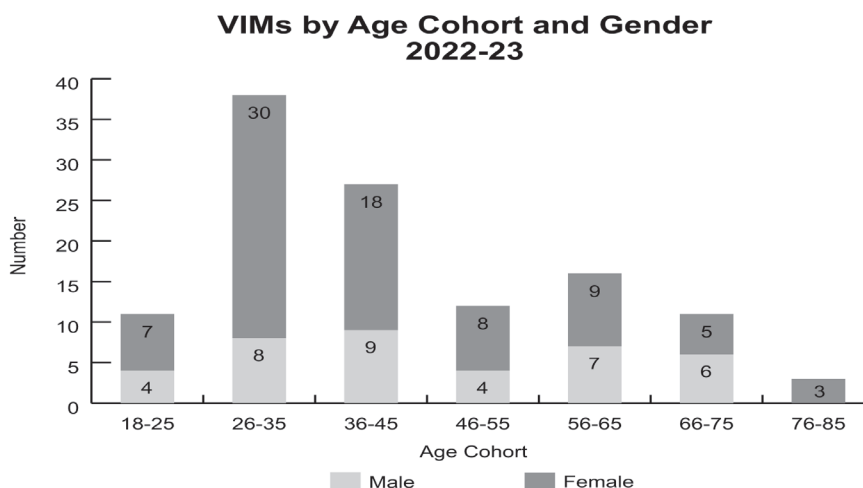
During 2022-23 most community members conditionally income managed by the FRC were in the 26-35 year age group, and females accounted for three quarters (75 percent) of all the CIM orders and agreements. No community members older than 55 years were conditionally income-managed by the FRC during the financial year. For the 48 CIMs relating to females, 77 percent related to children in some way, whether it was for a notice regarding school attendance or school non-enrolment, or for a notice regarding child safety and welfare. For the 16 CIMs relating to males, just 38 percent related to children in some way. These figures correlate to the female role of caregiver in the family structure.

The age ranges of clients exercising the option for VIM spanned all age cohorts from 18 to 85. Again, females represented the majority of all VIM agreements at 68 percent.

Graph 8: Breakdown of CDC/SmartCard CIMs by age cohort and gender 1 July 2022 to 30 June 2023



Graph 9: Breakdown of CDC/SmartCard VIMs by age cohort and gender 1 July 2022 to 30 June 2023



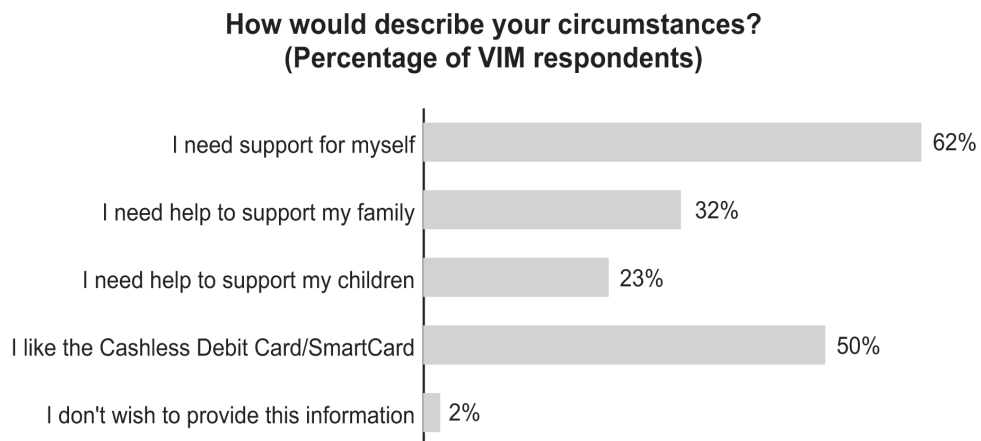
Non-financial performance outcomes



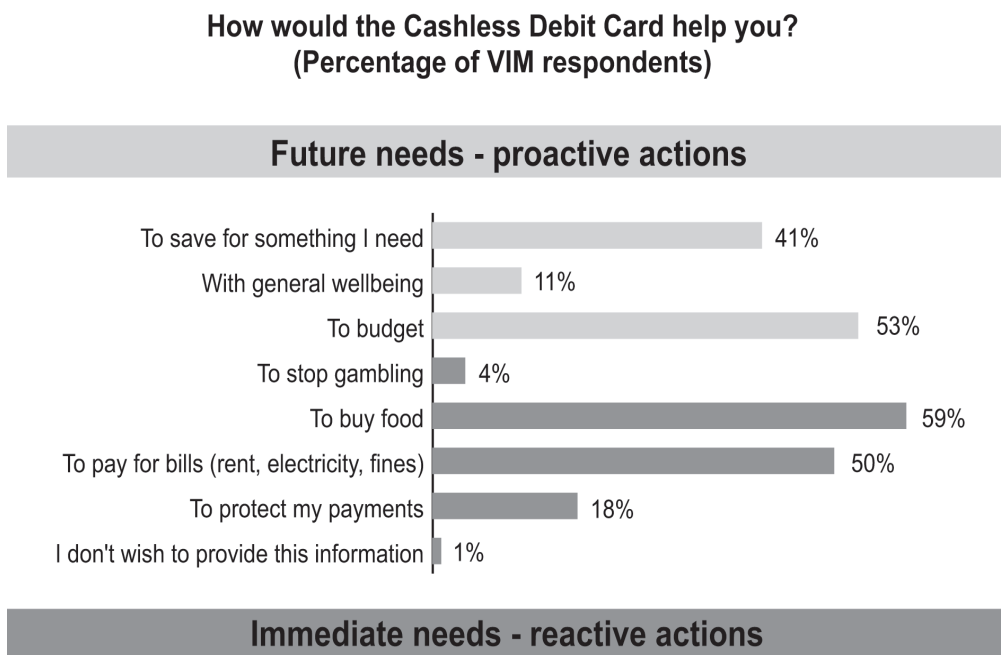
Voluntary income management respondent reasons⁴

Since the introduction of the CDC and its replacement the SmartCard, the FRC has recorded the reasons and circumstances of those requesting a VIM. During 2022-23 the primary reasons for applying for a VIM (reactive perspective) were to address the immediate need of buying food (59 per cent). The primary reasons for applying for a VIM from a proactive perspective were to set up a budget (53 per cent) and save for something the client needed, e.g. a fridge or washing machine (41 per cent). Circumstances given by the VIM participants when applying for the card were primarily to support themselves (62 per cent). Half (50 per cent) reported on their application that they liked the card.

Graph 10: Breakdown of CDC/SmartCard VIMs by circumstances
1 July 2022 to 30 June 2023



Graph 11: Breakdown of CDC/SmartCard VIMs by reasons
1 July 2022 to 30 June 2023



4. A client may choose one or more options to reflect their individual reasons and circumstances in participating in voluntary income management.



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 2022-23 a grand total of 554 referrals were put in place (inclusive of referrals from FRAs, orders and VCPs) relating to 386 clients.

During this reporting period 499 referrals were made (inclusive of FRAs and orders) to attend support services for 354 clients. This is the second highest number of clients referred since the commencement of the Commission.

Table 7: FRC conditional referral pathways by referral type and quarter 1 July 2022 to 30 June 2023

Referral type	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
BBNAC	0	1	2	2	5
Cairns Regional Domestic Violence Service	0	0	0	1	1
Cape York Employment	1	3	4	3	11
Coen Regional Aboriginal Corporation	0	1	2	0	3
Community Justice Group	0	0	1	2	3
Cooktown District Community Centre	3	0	2	1	6
Goobidi Mens Group	0	2	0	0	2
Gungarde (Family Wellbeing Services)	0	1	0	0	1
Mossman Elders Justice Group	5	0	3	1	9
Mossman Support Services	0	0	0	1	1
MPower	16	19	23	10	68
Mulungu (Family Wellbeing Services)	1	1	0	0	2
My Pathways	1	3	1	0	5
PCYC	1	0	1	0	2
QLD Health	0	2	1	1	4
RAATSICC (Family Wellbeing Services)	2	10	4	2	18
Royal Flying Doctor Service	0	2	0	0	2
54 Reasons	10	9	10	16	45
School Attendance Officer	31	30	26	35	122
Wellbeing Centre – Apunipima	44	64	36	37	181
Wellbeing Centre – NWRH	1	5	0	1	7
Youth Empowered Towards Independence	0	1	0	0	1
Total	116	154	116	113	499

Non-financial performance outcomes



The number of referrals from FRAs and orders for the financial year represents an increase of 8 percent from the previous reporting period of 464 referrals. As a subset of the total number of these referrals in the financial year, 143 referrals were made in relation to DV conferences, an increase of 15 percent from 2021-22.

A further 55 voluntary referrals to attend support services were requested from 44 clients.

Table 8: FRC voluntary referral pathways by referral type and quarter 1 July 2022 to 30 June 2023

Referral type	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Cape York Employment	0	0	1	1	2
Community Justice Group	2	0	0	0	2
Mossman Elders Justice Group	0	0	1	0	1
MPower	5	7	14	9	35
School Attendance Officer	0	0	1	0	1
WBC – Apunipima	3	1	3	7	14
Total	10	8	20	17	55

Show Cause hearings are another tool available to hold clients accountable.

From 1 July 2022 to 30 June 2023, 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.

Similar to the 2021-22 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:

- limitations on availability of support services on the ground
- capacity of support services to accept and deal with the existing number of referrals from the FRC
- lack of confirmation from support services in some cases that client engagement has been attempted
- limited, (or no) information from which to proceed on a Show Cause for non-compliance
- ability to implement a CIM order at 90% to address non-compliance.

The need to conduct Show Cause assessments has also been averted due to 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 and voluntary referrals.



Non-financial performance outcomes

Applications to amend/end agreements or orders

From 1 July 2022 to 30 June 2023, 35 applications relating to 30 clients (22 females and 8 males) to amend or end an agreement (including a voluntary agreement) or order were received. Where an amend/end application is received at the end of a financial year the decision on the application may take place in the following financial year.

Table 9: Applications to amend or end agreements or orders by community and quarter 1 July 2022 to 30 June 2023

Number of applications	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Aurukun	7	5	5	3	20
Coen	0	0	0	0	0
Doomadgee	2	0	2	3	7
Hope Vale	0	1	4	0	5
Mossman Gorge	1	0	1	1	3
Total	10	6	12	7	35

Application decisions

From 1 July 2022 to 30 June 2023, a total of 35 applications were decided:

- 6 applications for FRAs and orders
- 29 applications for VIMs.

Out of the 35 decisions made, 91 percent (32) of all applications were granted, whilst 3 were refused.

Accepted applications to amend or end FRAs or orders were as follows:

- 4 CIM orders ended.

Accepted applications to amend or end VIM agreements were as follows:

- 22 VIM agreements ended
- 2 VIM agreements amended from 60% to 90% for the remaining period of the existing agreement
- 3 VIM agreements amended from 75% to 60% for the remaining period of the existing agreement
- 1 VIM agreement amended from 90% to 60% for the remaining period of the existing agreement.