ANNUAL REPORT 23

FRC
FAMILY RESPONSIBILITIES COMMISSION

Annual Report 2022-2023

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 2022 to 30 June 2023.

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

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Alternatively, you can visit our website to access an electronic version of the annual report: www.frcq.org.au

Interpreter

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on telephone (07) 4081 8400 and we will arrange an interpreter to effectively communicate the report with you.

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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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17 October 2023

The Honourable Leeanne Enoch MP
Minister for Treaty,
Minister for Aboriginal and Torres Strait Islander Partnerships,
Minister for Communities and Minister for the Arts
GPO Box 806
BRISBANE QLD 4001

Dear Minister Enoch

I am pleased to submit for presentation to the Parliament the Annual Report 2022-23 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 122 of this report.

Tammy Williams
Commissioner
Family Responsibilities Commission

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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

Empowerment of Indigenous people—of individuals, families, leaders, Elders, and respected persons at the local level—is not a 'nice to have'. It is vital to address entrenched and multigenerational disadvantage. Broadly speaking, all Australian governments now recognise this, and are seeking to pursue more empowering approaches to work with Indigenous people and Close the Gap, including for health, crime, child safety, education, employment, and housing outcomes.

The Family Responsibilities Commission (FRC), however, remains one of few examples in Australia of a structural reform embedded in legislation, genuinely empowering Indigenous people at the local level to take responsibility for their futures. The Crown has vested powers in Indigenous people to act as decision makers about the lives of their own people.

In a watershed moment, this year saw the FRC decisively recognised across the political spectrum as Australia's leading model of self-determination, welfare reform and development.

The FRC's 15 years of operation was scrutinised as the Australian Parliament considered passage of the Social Security (Administration) Amendment (Repeal of Cashless Debit Card and Other Measures) Bill 2022, facilitating a move away from the Cashless Debit Card, to replace it with 'enhanced Income Management'. The Cashless Debit Card was the second-generation card technology introduced by the previous Coalition government to facilitate income management or welfare quarantining, improving on the first generation BasicsCard supported by previous Labor governments. The card blocks a protected portion of a person's income support payments from being withdrawn as cash or spent on harmful goods such as alcohol, illicit drugs, and gambling.

In considering the change, parliamentarians grappled with the on-the-ground realities across the diverse regions and communities impacted, including the four Cape York communities and Doomadgee where the unique FRC model operates. Compelling evidence of the FRC's success in building personal and family responsibility was considered, including the strong uptake of voluntary income management by those previously income managed by the FRC, who now elect to have income management in place to help manage their finances and ensure there is money available for children's care.

Ultimately, politicians from all sides—including the Australian Greens, Senator Jacqui Lambie and other independents, the Labor Party, the Liberal Party and National Party—united to endorse the FRC's model of welfare reform. They each supported the need to enable and empower communities to solve their own problems by building capabilities needed to exit disadvantage, rather than continue to pretend governments can provide one-size-fits-all top-down solutions.

The Government has now invited other relevant regions across Australia where 'blanket' models of income management have been in place—including Ceduna in South Australia, the Goldfields and East Kimberley regions in Western Australia, the Northern Territory, and Queensland's Bundaberg-Hervey Bay region—to consider if they want to retain a more nuanced and self-determined model of income management, like that which operates under the FRC.

I congratulate the FRC and its Local Commissioners for your ongoing leadership and determination to pioneer a new, more holistic, locally-led response to entrenched disadvantage. Your efforts have been rewarded with broad recognition of the empowering and effective approach taken. I look forward to seeing the future evolution and expansion of your successful model.

Noel Pearson

Commissioner Williams' Message

This year marks the fifteenth anniversary of when the Queensland Parliament passed the *Family Responsibilities Commission Act 2008* (FRC Act) with bipartisan support. The then Queensland Premier Anna Bligh, described it as a "groundbreaking trial, unique in the world."

Since then, the Family Responsibilities Commission (FRC) continues to demonstrate why it is arguably Queensland's leading model of shared decision-making and self-determination.

The FRC was born out of a rare mix of policy innovation and genuine co-design with First Nations communities, political goodwill with courageous leadership on both sides of the political spectrum, and unflinching honesty and truth from senior public servants, politicians, and Aboriginal community members alike. The FRC was the centrepiece of the Cape York Welfare Reform trial in 2008 agreed to in a historic tripartite relationship between the Australian and Queensland Governments, and the Cape York Institute for Policy and Leadership.

It should not then come as a surprise to learn that it was also in this same era, that a similarly fertile environment for policy development birthed another key reform, 'Closing the Gap'. It was in December 2008 that the Australian, state and territory governments reached their own historic agreement, that as part of the Council of Australian Governments (COAG) a concerted national effort was needed to address Indigenous disadvantage in six key areas. Since then both reforms set off on their own, but with an inter-related journey towards achieving intended outcomes.

For fifteen years the FRC's Local Commissioners and registry staff, together with our partners have worked tirelessly on the frontlines alongside some of the nation's most disadvantaged and vulnerable citizens to support individual self-determination and agency, through personal responsibility and opportunity.

Change takes time.

The Local Commissioners and I are starting to see the seeds of that change for a small, yet growing cohort of clients – those who self-refer and engage with the support of the FRC on an entirely voluntary basis. In the 2022-23 reporting period there were a total of 170 voluntary engagements by community members, comprising of 118 Voluntary Income Management (VIM) agreements and 52 Voluntary Case Plans (VCPs) for referrals to support services. It was merely four years ago, that the FRC reported in its annual report that only 20 VIMs and nil VCPs were entered into by community members.

The increase in voluntary engagements in recent years is consistent with a broader, and well-established trend identified by the Commission of an increased willingness by clients to take steps towards personal accountability. This is best illustrated by clients entering into Family Responsibilities Agreements (FRAs) for a case plan and who are willing to accept a referral to a community support service for a period of between 3 to 12 months, as opposed to being ordered to do so, by the FRC. In the 2022-23 financial year, there were 265 agreements entered into by clients for referrals from FRAs compared to 147 orders made by the Commission for referrals.

It has been four years since my initial appointment as Commissioner. It remains a privilege to work alongside the Deputy Commissioner, Rod Curtin and 37 of our Local Commissioner colleagues, who represent a diverse range in age, gender, clan affiliation, knowledge and experience. In this our fifteenth anniversary year I acknowledge the contribution of all who have been a part of the broader 'FRC-family' – from past Commissioners, registry staff, members of the Family Responsibilities Board, partner agencies and especially, our clients and their children. We continue your work so that 'the Elders not yet born will inherit the legacy of our efforts'.

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 Child Safety, Seniors and Disability Services in relation to alleged harm or risk of harm to a child
- 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 (DV) 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.

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 the following legislative framework:

- *Family Responsibilities Commission Act 2008*
- *Family Responsibilities Commission Regulation 2014*
- *Anti-Discrimination Act 1991*
- *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 (Cth)*
- *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 the FRC registry and decision-making functions section of this report)
- 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 the Community operations sections of this report).

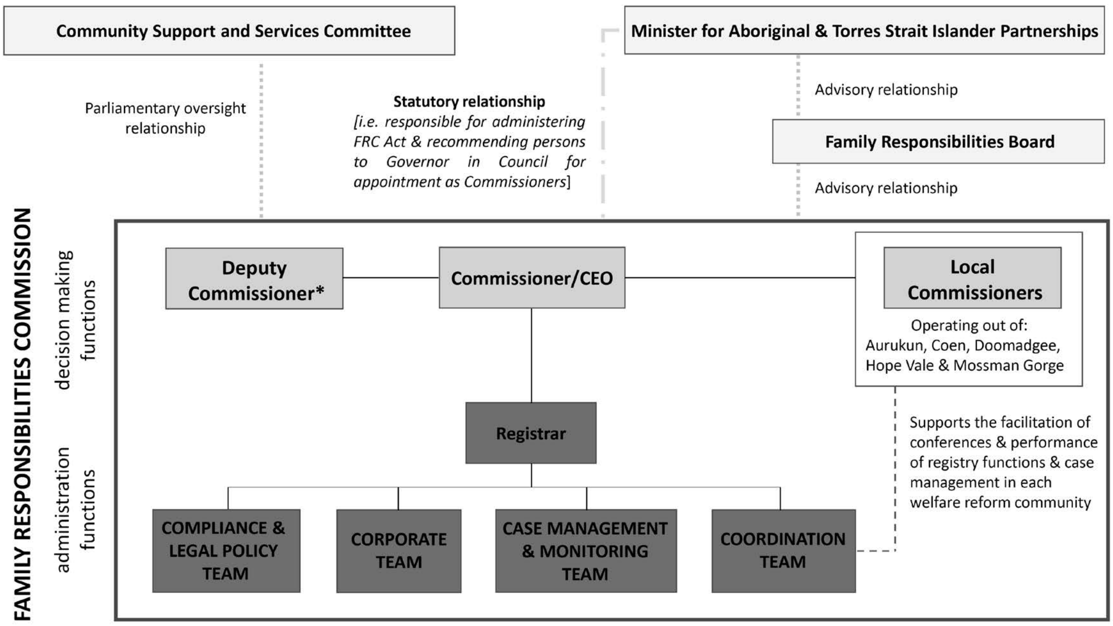
About the FRC

The FRC is an independent statutory authority and is not subject to direction by the Minister[1]. 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 at 30 June 2023 all members of the Commission's decision-making arm are Aboriginal - comprising 37 Local Commissioners[2] and the Commissioner, Tammy Williams, with the exception of Deputy Commissioner Rod Curtin whose powers as a decision-maker at conference are executed only upon delegation by the Commissioner.[3]

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 65 and 66.



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

1. In the diagram above the FRC has maintained the title for our Minister as the "Minister for Aboriginal & Torres Strait Islander Partnerships" as this was the title in 2022-23 until May 2023.
2. Two new Local Commissioners for the Coen community have been appointed from 1 July 2023.
3. Section 24 of the *Family Responsibilities Commission Act 2008.*

About the FRC

Our vision

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 2018-2023 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
- know our clients, communities and build partnerships.

The Strategic Plan 2018-2023 can be found in the appendices (Appendix A). Our performance against the Strategic Plan 2018-2023 is addressed throughout this report.

FRC registry and decision-making functions

The registry is responsible for the administration of the Commission.

Operations

During the 2022-23 fiscal year the Commission received 8,767 notices of which 5,313 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 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 2022-23 year

8,767 Agency notices assessed	**5,313** Agency notices deemed within jurisdiction	**1,276** Community members deemed the subject of agency notices
1,143 Conferences and hearings held	**619** Community members prioritised for conferences and hearings	**0** Appeals of FRC decisions

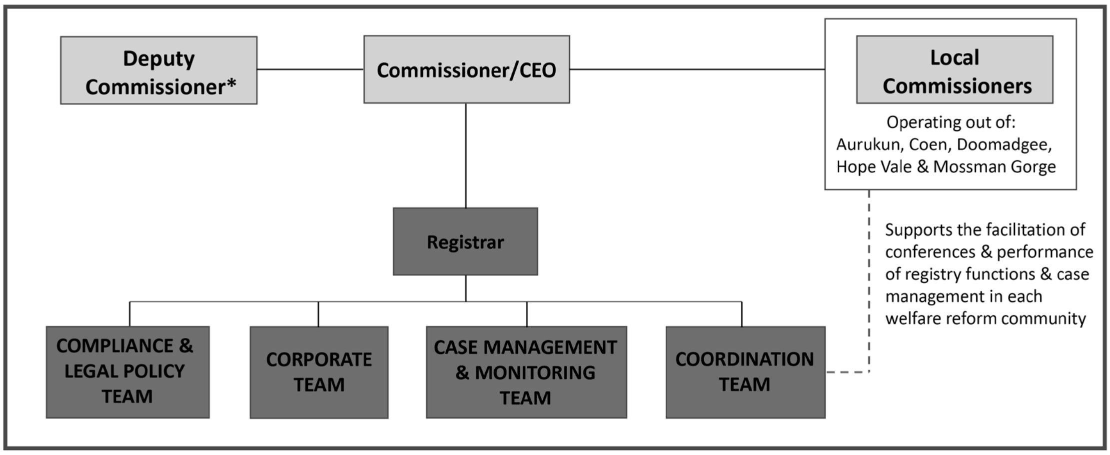
A capable administrative workforce is key to an efficient, agile and innovative organisation.

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

- the 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 (Corporate) who is responsible for providing financial and strategic/corporate advice and support to the Commission's operations across Cairns and the communities
- 16 additional positions across the three teams of Case Management and Monitoring, Coordination, Compliance and Legal Policy 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.

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.

Coordination team – The Coordination team has expanded their 'on ground' support work this year to each of the five FRC communities. The four Local Registry Coordinators who work across the five communities continue to, manage, maintain and coordinate daily operations of their local registry offices and facilitate client-centred conference. This past year the team have further evolved their role in response to client needs, by working closely alongside Local Commissioners outside of the formal conference setting to engage with community members through two specialised voluntary projects, the Elevated School Response (ESR) strategy and the Intensive Case Management (ICM) framework. These projects are allowing the team to engage with a greater number of community members and connect them to support services on a voluntary basis.

Activity data for 2022-23 financial year: Snapshot of coordination team's workload

1,143 Conferences and hearings held across five communities – averaging approximately 36 conferences and hearings per week over a 32-week schedule	**1,175** Occasions where notices were served on persons to attend conferences and hearings (including clients, support persons and other relevant persons)	**5.0** Full time employees of the coordination team

Case management and monitoring team – The CM&M team is responsible for receiving and processing agency notices, determining jurisdiction, gathering information for consideration by Commissioners, setting conference timetables, processing conference outcomes, managing Conditional Income Management (CIM) and Voluntary Income Management (VIM) processes, monitoring Conditional Case Plans (CCPs) from Family Responsibilities Agreements (FRAs) and orders and Voluntary Case Plans (VCPs) and ensuring compliance with the FRC Act. From January this year the team have provided additional support to Local Registry Coordinators in their increased engagement with community members outside of the conference setting through community development plan initiatives, which included an elevated response to dealing with school attendance issues and ICM.

Activity data for 2022-23 financial year: Snapshot of the CM&M team's workload

8,767 Agency notices assessed to determine jurisdiction – averaging approximately 169 notices assessed per week	**354** Community members on non-voluntary active case plans had their progress monitored throughout the year (for periods between 3 to 12 months) following conference	**4.0** Full time employees of the CM&M team

The Coordination and CM&M teams together have established a cohesive group to provide high-level support and information to Commissioners in order 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

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

Commissioner Williams, Deputy Commissioner Curtin and 37 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 continuation of assurance and oversight mechanisms throughout the 2022-23 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.

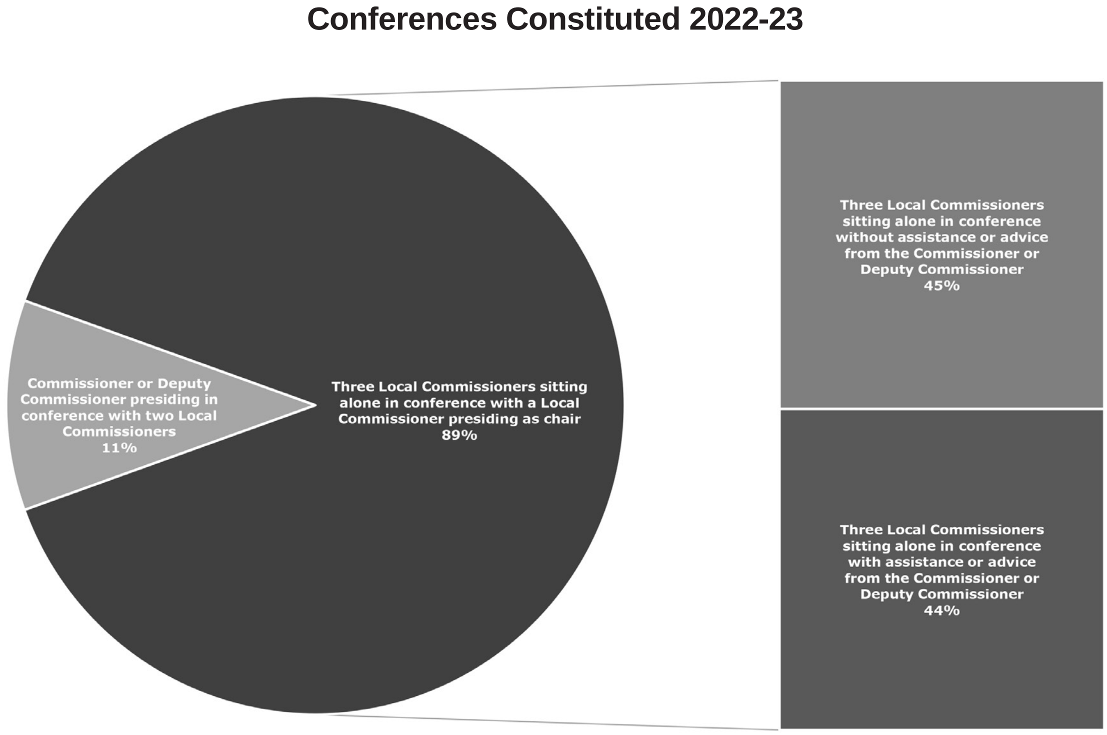
All FRC decisions made at conference require the decision-making panel to comprise of locally appointed Commissioners. During the reporting period 1,137 conferences were held and constituted by using the following combinations:

- three Local Commissioners sitting **without the assistance/advice** of the 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 Commissioner or Deputy Commissioner
- two Local Commissioners sitting with the Commissioner or Deputy Commissioner acting as chairperson.

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 Commissioners[1] 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 (89 percent) of Commission decisions at conference throughout 2022-23 continued to be made by three Local Commissioners sitting alone to constitute the panel.

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.



Graph 1: Constitution of conferences 1 July 2022 to 30 June 2023

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 Commissioner 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
- 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
- the creation of the Compliance and Legal Policy team within the registry to provide advice to the Commissioner and members of the Commission's Executive Management Team (EMT), and drive quality assurance practices.

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 Commissioner or Deputy Commissioner prior to determining a matter at conference. Throughout the 2022-23 financial year 1,010 conferences were presided over and constituted by three Local Commissioners sitting alone, and for 494 of these conferences Local Commissioners sought legal advice and guidance from either the Commissioner or Deputy Commissioner (these are deemed ‘Commissioner assisted conferences’ for reporting purposes).

Secondly, following all conferences, the Commissioner conducts a review of every outcome. In this reporting period 96 percent of decisions were monitored by Commissioner Williams 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 packages developed by the Manager, Compliance and Legal Policy, to Local Commissioners in small groups within their respective communities on topics relevant to their individual capabilities and requirements. Formal training was also delivered to the 12 new Local Commissioners during a week in Cairns. Further details regarding the training provided for the new Local Commissioners can be found on page 54.

Application hearings held to consider changing needs of community members

Each application to amend or end an agreement (including a voluntary agreement) or order 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 under the FRC Act pursuant to section 99 for a FRA or order or section 109 for a voluntary agreement, and may include either agreeing or refusing to amend or end an agreement or order, or if the Commissioners deem the application for a FRA or order frivolous or vexatious, dismissing the application. For an application received under section 97 of the FRC Act if the Commission fails to make a decision within two months of receipt of the application, section 101 of the FRC Act determines that the failure is taken to be a decision by the Commission to refuse to amend or end the FRA or order. For an application to amend or end a voluntary agreement section 109(2) of the FRC Act states: “The Commissioner must amend or end a voluntary agreement as requested by the person, unless the Commissioner is satisfied the amendment or ending would be detrimental to the interests, rights and wellbeing of children and other vulnerable persons living in a welfare reform community area”.

Decisions on amend/end applications for FRAs or orders

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 6 amend/end applications were decided for orders.

Decisions on amend/end applications for voluntary agreements

A person who has entered into a voluntary agreement about voluntary income management with the Commissioner can ask the Commissioner at any time to amend or end the agreement. During this reporting period 29 amend/end applications were decided for VIM agreements.

Timeframe on deciding applications received in 2022-23

Number of applications received and decided in 2022-23	Average number of days to make a decision in 2022-23
6 applications to amend or end a CIM and/or a CCP	8.17 days
29 applications to amend or end a VIM	1.79 days

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.

Timely decision-making with increased client participation

The Commission continued its focus throughout the 2022-23 reporting period 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). The cultivation of clients to buy-in the Commission's decision-making process cannot be over-estimated as it facilitates better outcomes through personal commitment and a shared consideration of a balance of options available to clients.

The FRC continues to see increased client attendance at conference post COVID.

Conference attendance	2020-21	2021-22	2022-23
Conference attendance	58.7%	60.7%	67.0%

Additionally in 2022-23, the majority of conferenced agency notices were determined within two conferences (with the client), whilst 89 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.

FRC decisions have a focus on capacity-building and self-determination.

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.

FRC registry and decision-making functions

No further action	Reprimand	Case Plan Referral Up to 12 months	Income Management 60%, 75%, 90% From 3 to 12 months	Show Cause for non-compliance of case plan

The continuum of decisions available

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.

Engagement at conference

As can be seen from the table below, clients continue to assume personal responsibility demonstrating insight regarding their actions at the earliest opportunity (i.e., agreements entered into at conference). As a proportion of all decisions to attend support services in conference 64 percent were by agreement.

Conference outcomes	2021-22	2022-23	% change
Agreements to attend community support services	271	265	-2%
Orders made to attend community support services	138	147	+7%

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

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

The FRC Act sets out a process for voluntary engagement in which a community member can self-refer to the Commission and voluntarily seek help for a referral to a community support service under a VCP or be subject to VIM.

Voluntary income management

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 subjected to income management to help safeguard funds for their own needs, and not be subject to humbugging and/or other elder abuse or violence.

Although the number of clients who have engaged with the FRC on a voluntary basis remains comparatively small, it nonetheless highlights the increase in community members who are exhibiting an increased self-awareness of their personal circumstances and are willing to accept assistance from the Commission at the earliest opportunity. Following the Australian Government transitioning from the Cashless Debit Card (CDC) to the SmartCard, during the 2022-23 reporting period the FRC has seen a reduction in the number of community members willing to enter into a VIM agreement as the purchase of tobacco is prohibited under the enhanced Income Management (eIM) program and clients are expressing a desire to have more readily available cash.

Number of voluntary agreements for VIM	2020-21	2021-22	2022-23	% change 2021-22 to 2022-23
Voluntary agreements for VIM	94	140	118	-16%

As at 30 June 2023 there were 66 clients on a VIM who were claiming Centrelink payments for 50 children of which 32 were of school age.

Voluntary income management and conditional case plans

Changes in conferencing style include focusing on reaching an agreement with clients in the first instance, whilst explaining the benefits of service referrals, even if only to develop a budget and savings plan to aid in the management of money on the SmartCard.

The Commission is seeing a consistent number of clients who attend conference and although they may receive a compulsory referral under a Conditional Case Plan (CCP) from an FRA or order (subject to show cause if required), they may also volunteer to be on a period of income management.

Clients on CCPs and VIMs[2]	2020-21	2021-22	2022-23
Number of clients on a **VIM with a CCP only**	32	51	42

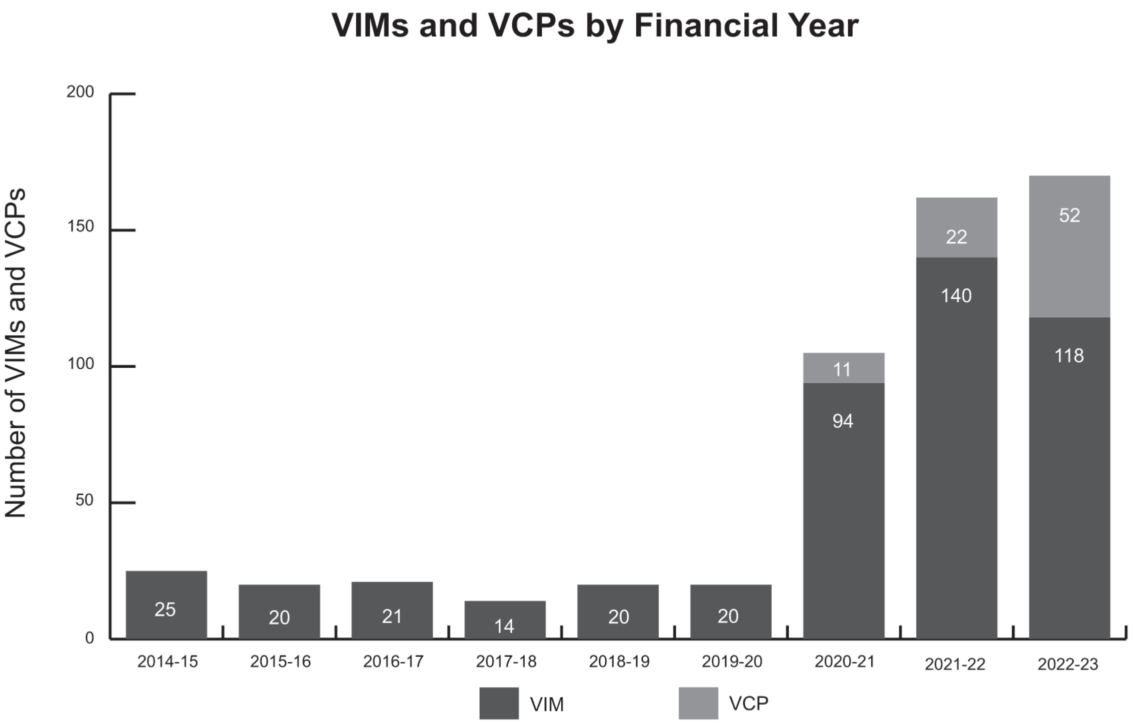
Even though the Commission is seeing a reduction in the number of clients who are interacting with the Commission through only a VIM for reasons expressed above, the Commission is seeing an increase in the number of clients who self-refer without a mandated requirement to attend conference. As can be seen in the next table these clients engage with the FRC on an entirely voluntary basis. The FRC considers these clients to be the best indicator of a community member's willingness to take greater personal responsibility with increased expectations of themselves and their families.

2. Counts in this table only include clients who had a combination of a VIM and a CCP and no CIM or VCP.

FRC registry and decision-making functions

Clients on VCPs and/or VIMs[3]	2020-21	2021-22	2022-23
Number of clients on a **VIM only**	53	68	26
Number of clients on a **VIM with a (VCP) only**	1	4	21
Number of clients on a **VCP without VIM only**	3	9	11

As is evident from graph 2 the Commission is seeing a continued overall increase in the number of voluntary interactions with clients over the last three financial years.



Graph 2: Number of VIMs and VCPs by financial year 1 July 2014 to 30 June 2023

Conditional case plans and conditional income management

Conditional income management alone does not reduce welfare dependency and cannot be expected to rectify the multiple and complex issues of poverty, disempowerment, addiction, child abuse and neglect, violence and offending. The graduated range of FRC decisions provides a system of local authority through which FRC clients can be appropriately encouraged to take up responsibility and access the supports needed to build the capabilities required to break the cycle of disadvantage.

3. Counts in this table only include clients who had a VIM or VCP and no CIM or CCP.

A total of 354 clients were placed on a CCP in 2022-23 either through an FRA or an order to attend community support services. Out of the 354 clients 92 percent of these clients (325) were placed on a CCP without a CIM reflecting the intent of the Local Commissioners decision making powers to provide avenues for their community members to receive appropriate support to address their behavioural issues.

Clients placed on a CCP without a CIM	2019-20	2020-21	2021-22	2022-23
Percentage of clients placed on a **CCP without a CIM**	61%	85%	82%	92%

Referral pathways and case management

Conditional referrals

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, to make appropriate use of community support services. The Commissioners use the referral pathways available in each community to help 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 a school
- other appropriate support services.

As demonstrated in the table below the Commissioners have continued to make a number of referrals from FRAs and orders.

Number of referrals from FRAs and orders	2020-21	2021-22	2022-23
Conditional referrals to service providers[4]	519	464	499

4. 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

Activity this year has resulted in the second highest number of clients referred to attend support services under either an FRA or order in the Commission's 15-year history with 354 clients referred. The percentage of finalised conferenced clients who were referred has ranged from 60 percent to 66 percent over the last three financial years.

Percentage of finalised conferenced clients referred	2020-21	2021-22	2022-23
Percentage of finalised conferenced clients referred	60%	66%	62%

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.

Voluntary referrals

Under section 106(a) of the FRC Act a community member may ask the Local Registry Coordinator for a welfare reform community area to refer the person to a community support service.

The FRC has seen an increase of 129 percent in the number of referrals under a VCP from 2021-22. This is indicative of the broader acceptance by community members to undertake personal responsibility.

Number of referrals from VCPs	2020-21	2021-22	2022-23
Voluntary referrals to service providers[5]	14	24	55

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.

5. 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.

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, whereby the community member's welfare payments are income managed by DSS in accordance with the decision of the Commission and remain subject to FRC's continued jurisdiction. The SmartCard is issued to the community member by Services Australia to reflect the Commission's CIM under an order or agreement.

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. Details of the process available to FRC clients, seeking to end or change their income management status are discussed in the relevant section on page 18.

As at 30 June 2023 there were 28 FRC clients subject to a CIM who were claiming Centrelink payments for 37 children, of which 21 were of school age.

Applications to amend or end agreements or orders

Applications to amend or end an agreement (including a voluntary 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 order by providing their reasons for making the application. Commissioners view the hearing of the applications as an opportunity to engage with clients.

Applications to amend or end received	2020-21	2021-22	2022-23
Applications to amend or end received	29	71	35

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 Non-financial performance outcomes section of this report.

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 Act[1] 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.

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.

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

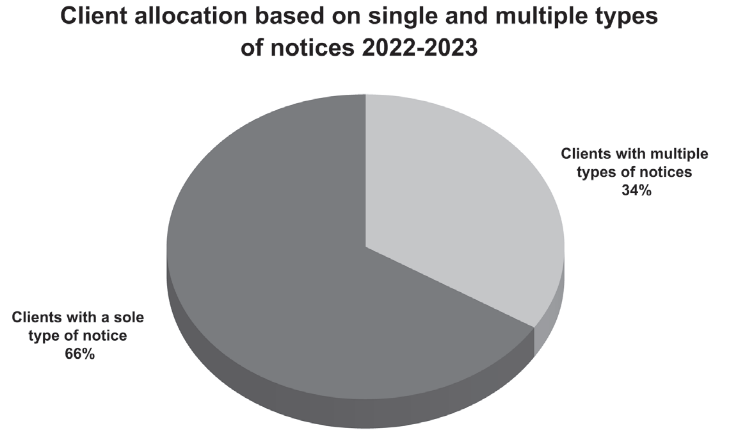
Number of notices	Qtr 57	Qtr 58	Qtr 59	Qtr 60	Total
Aurukun	387	382	807	645	**2,221**
Coen	22	62	36	24	**144**
Doomadgee	385	440	391	417	**1,633**
Hope Vale	206	255	313	267	**1,041**
Mossman Gorge	70	82	67	55	**274**
Total	**1,070**	**1,221**	**1,614**	**1,408**	**5,313**

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**



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.

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
CS,DIS,DVB	1
CS,DIS,MAG	1
CS,DVB	1
CS,DVB,DVO	1
CS,DVB,DVO,EQ,MAG	4
CS,DVB,DVO,MAG	5
CS,DVB,EQ	1
CS,DVB,EQ,MAG	1
CS,DVB,MAG	2
CS,DVO	17
CS,DVO,EQ	3
CS,DVO,EQ,HT	1
CS,DVO,EQ,HT,MAG	2
CS,DVO,EQ,MAG	5
CS,DVO,MAG	14
CS,EQ	97
CS,EQ,HT	1
CS,EQ,HT,MAG	1
CS,EQ,MAG	14
CS,EQ,SEN	5
CS,MAG	14
CS,SEN	1
DIS,DVB	1
DIS,DVO	1
DIS,MAG	2
DVB,DVO	11
DVB,DVO,EQ	2
DVB,DVO,EQ,MAG	3
DVB,DVO,MAG	21
DVB,EQ	3
DVB,EQ,MAG	9
DVB,MAG	36
DVO,EQ	17
DVO,EQ,MAG	13
DVO,MAG	54
EQ,HT	1
EQ,HT,MAG	1
EQ,MAG	45
EQ,MAG,SEN	1
EQ,SEN	14
HT,MAG	3
MAG,SEN	1
Total	**431**

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

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.

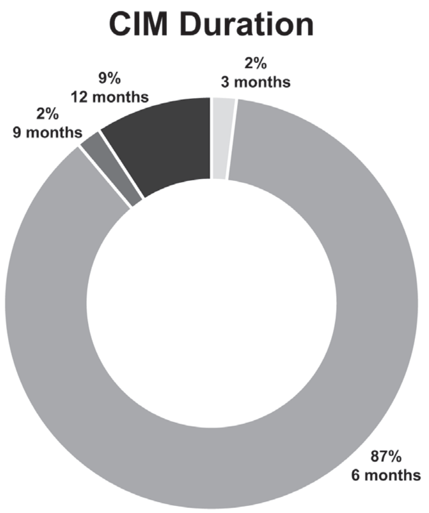
Clients on conditional income management

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

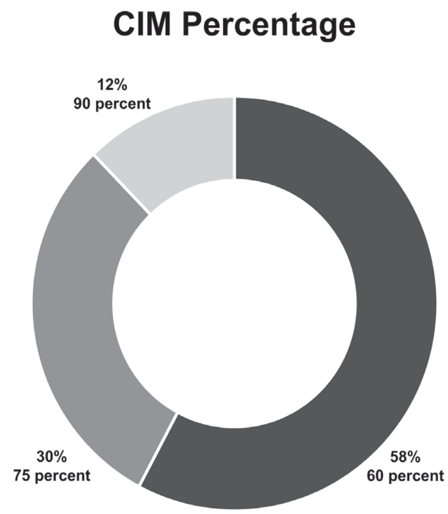
As at 30 June 2023, there were 28 clients subject to a CIM with 50 percent at 60% and 79 percent for a 6-month or less duration. As a subset of the total number of CIMs in the financial year, 13 CIMs were made at conference in relation to DV notifying behaviours.

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.

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



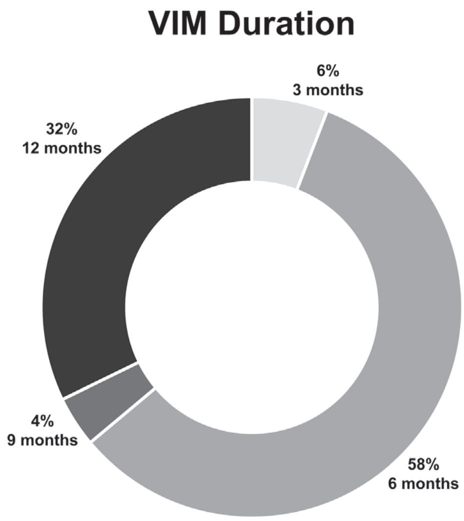
Graph 4: Breakdown of CDC/SmartCard CIMs by duration 1 July 2022 to 30 June 2023



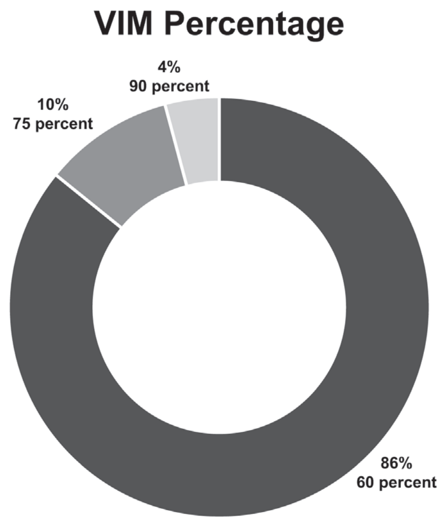
Graph 5: Breakdown of CDC/SmartCard CIMs by percentage 1 July 2022 to 30 June 2023

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

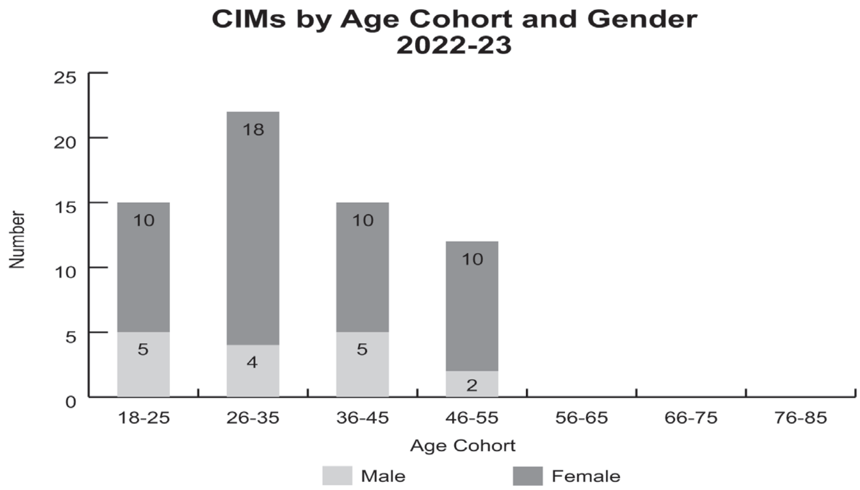
Since the commencement of the Commission 357 clients (228 female and 129 male) have had an active VIM agreement. As at 30 June 2023, there were 66 clients on a VIM, with 85 percent at 60% and 52 percent for a 12-month duration.

Conditional and voluntary income management age and gender breakdown

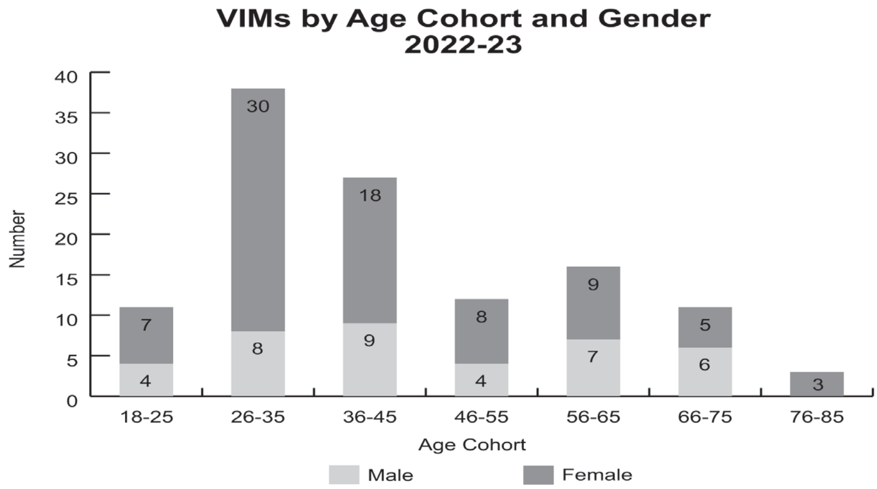
During 2022-23 most community members conditionally income managed by the FRC were in the 26-35 year age group, and females accounted for three quarters (75 percent) of all the CIM orders and agreements. No community members older than 55 years were conditionally income-managed by the FRC during the 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



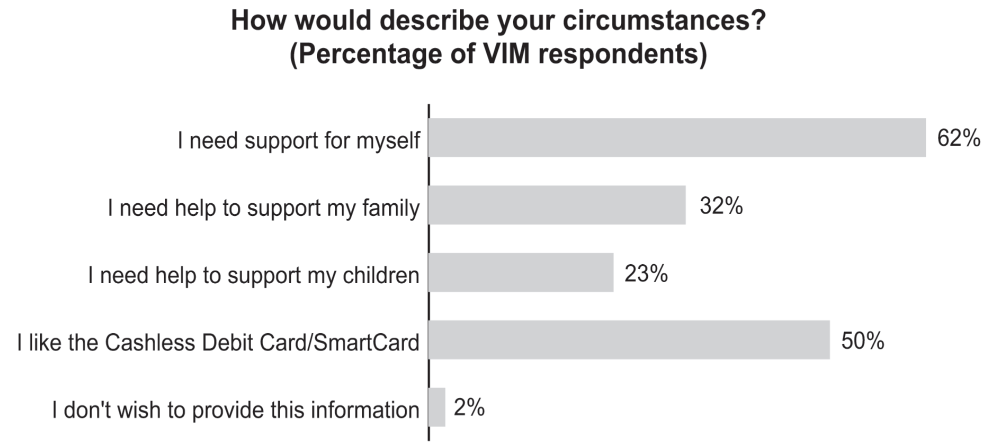
Graph 9: Breakdown of CDC/SmartCard VIMs by age cohort and gender 1 July 2022 to 30 June 2023



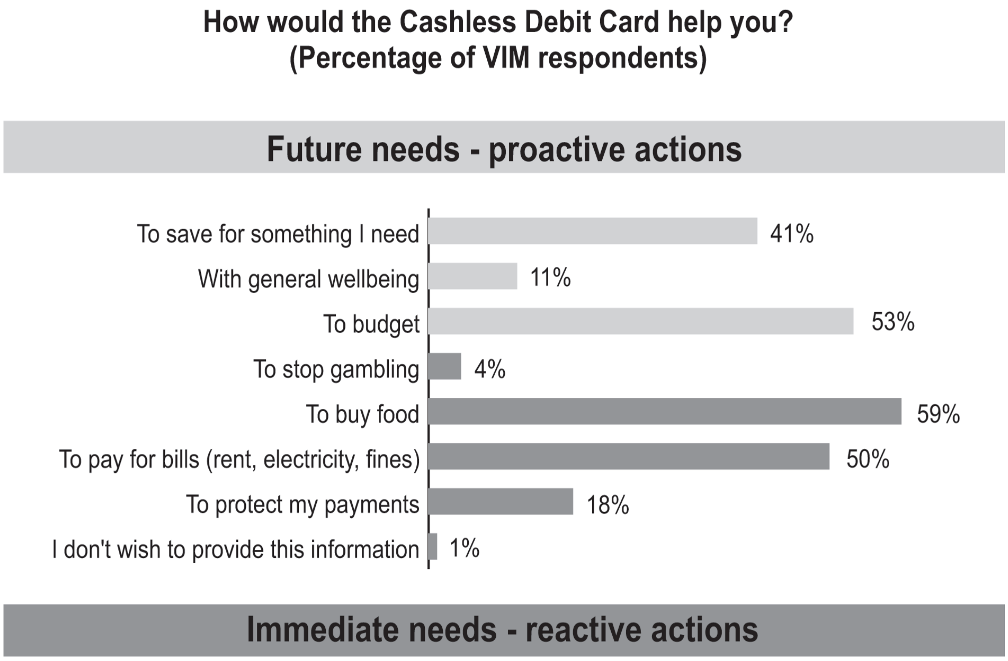
Voluntary income management respondent reasons[4]

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 percent) 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 percent). Half (50 percent) 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**

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.

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.

Community operations Aurukun

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

Aurukun Commissioners' report

This past financial year we have had to pivot and change the way in which we work with our community members to stay current and relevant to their needs. Introducing Intensive Case Management (ICM) and Elevated School Response (ESR) initiatives have allowed for earlier intervention prior to proceeding to the traditional conference setting, or as a complementary approach to the traditional conference setting. Strengthening our relationships with local service providers is paramount for the effective delivery of services to those most at risk. Monthly interagency meetings between government and non-government agencies and working together, as opposed to working in silos, has allowed the community to benefit from early intervention. Most of us are in our senior years and four of us have been with the Commission since 2008, but we are proud to say that we continue to deliver the support necessary for Aurukun families.

Significant achievements

- We believe that engagement with our clients is the foundation to their success. It is for that reason we are pleased to report our conference attendance in 2022-23 increased from 57.1 percent in 2021-22 to 66.4 percent in 2022-23, an increase of 9.3 percent.
- The number of agreements entered into by clients to attend support services continued to increase from 136 in 2021-22 to 155 in 2022-23, with orders for clients to attend support services dropping from 41 in 2021-22 to 7 in 2022-23.
- The number of voluntary engagements from community members with 12 voluntary case plans and 45 voluntary income management agreements. We believe these statistics reinforce our belief that clients are willing to engage with us.

Challenges

Drugs, alcohol and community unrest

Drugs and alcohol continue to make their way into our community. They are unwanted and continue to disrupt the lives of community members, and most disturbingly, the lives of our children. Domestic violence orders and breaches and child safety notices have both increased in comparison to last year and show a correlation between the two. Alcohol fuelled violence causes local services in Aurukun to close due to safety risks, stopping the sale of food and petrol at times. These are real issues that need real solutions. More referral pathways such as alcohol and drug programs and perpetrator programs for domestic violence offences are needed to improve outcomes for our community members.

School attendance and youth crime

Aurukun school attendance has, as in previous years, been our focus. Term 4 of 2022 was a very low period. A problem with the computer program providing school attendance data led to invalid notices being received by the Commission. As a result, for a short while we were unable to conference families for non-attendance of their children at school (see Challenges and outlook section for further discussion). It was reported that many of those children not attending school regularly due to community fighting were also breaking into and vandalising properties. Of significance, in November 2022 was the theft of a Queensland Health vehicle by two teenage boys, resulting in a “Code Black” being declared at the hospital with all outreach services for the community suspended for a time.

Due to the abysmal school attendance in Term 4 2022, January 2023 saw the implementation of our ESR strategy, working with the Aurukun State School and community families in supporting children back to school and overcoming obstacles hindering them from attending. Working collaboratively with the school and the Aurukun Paamp School Board to improve school attendance is providing us with renewed energy and hope to improve opportunities for our children.

The FRC continues to advocate for the Childrens Court trigger to be reinstated to allow us to work with our youth and their caregivers to intervene early and to effect real change.

Sorry business

Sorry business protocols are complex and unique to our community. At times there are many families affected by sorry business concurrently. One of the impacts of sorry business is that children do not attend school while the family is in mourning. Last year in conjunction with the Aurukun Shire Council and the Aurukun State School a flyer was devised to outline the protocols of sorry business. Sorry business is a delicate matter that we approach cautiously in order to balance the community’s need for appropriate cultural mourning obligations, and the children’s need to have consistent education. The FRC in Aurukun continues to deliver the message that children need to continue to learn, whilst also respecting the family and their loss.

Employment opportunities

Employment opportunities continue to challenge our community, with Blue Cards hard to obtain with their rigid requirements. It is a challenge for our people to obtain identification documents making it hard to create accounts such as ‘My Gov’. Greater training options with real jobs as an outcome is what we are hoping to see in Aurukun so that our young people will have opportunities for a better future. We hope the Australian and Queensland Governments continue to deliver on their promise of real jobs, proper wages and decent conditions by replacing the previously existing Community Development Program (CDP) with a new program. We have hope that changes are coming for our people to secure new opportunities.

Other community matters

Cashless Debit Card – enhanced Income Management

The uncertainty in regard to the future of the Cashless Debit Card during this reporting period caused community members to be nervous about their ability to continue voluntary income management arrangements. Fortunately, the decision was made by the Australian Parliament to continue income management in the FRC communities, with a change from the Cashless Debit Card to the enhanced Income Management SmartCard. Enhanced Income Management however specified that community members participating in the arrangement could not purchase cigarettes on the SmartCard. This has caused some concern however we are happy to report that community members continue to volunteer for assistance in managing their money. Clients will at times ask other services to assist them in filling in an application for voluntary income management so that their families won't be aware they have volunteered, therefore avoiding pressure from family members or partners regarding their decision. We are truly grateful for the continuation of income management for our community as we see daily the positive effect it has on families.

Aurukun Justice Group

Mediation is an essential service in Aurukun, connecting families on a neutral, safe platform. The service is community led by local respected Elders who consider culture and clan complexities in conducting mediations. This service is invaluable to our community. The FRC in Aurukun works with the Justice Group on many levels and we feel that their contribution to our work strengthens our professional working relationships. The Aurukun Justice Group aim to de-escalate community conflict prior to real damage being inflicted on inter-family and clan relationships. Conflict is contagious and draws in the entire community at times resulting in violence, vandalism, closure of services and even death of community members. We express our gratitude to the Aurukun Justice Group for the essential service they provide to the community.

The next 12 months

As we look to the future we do so with the same determination as in previous years. We understand that our future is determined by powers outside of the FRC, and although this makes us nervous at this time of year, we stand united.

We stand united to deliver better outcomes for our families and our community. We will withstand adversity and work on our plans for the years to come. Having just reviewed and consulted on the new 2023-27 strategic plan for the FRC that will be implemented on 1 July 2023, we are hopeful that our future is strong and so is our community. Working from a model of self-determination and innovation, we plan to continue our work both in conference and outside of the conference model, where we can reach a wider audience of people looking for support on a voluntary basis to improve outcomes.

ESR will be a key focus with extra resources made available for us to complete this vital part of our work. Advocating for more appropriate support services for community members will also be a focus for us. We are committed to connecting people to supports that will give them real and measurable outcomes. That's our focus for 2023-24.

Community operations Coen

FRC operations in Coen were undertaken by Local Commissioners May Kepple, Elaine Liddy, Alison Liddy and Maureen Liddy, supported by Acting Local Registry Coordinators Cara Marks and Kate Gooding. An account of their operations during the reporting period follows.

Coen Commissioners’ report

This year our community was plagued by sorry business which meant that many conferences needed to be postponed. The postponement of conferences led to a change in our strategy, and priority was given to continued engagement with vulnerable clients outside of the formal conferencing environment. Home visits were conducted offering clients the opportunity to opt into voluntary referrals or the Intensive Case Management framework. We made significant progress in achieving positive outcomes in partnership with our clients and service providers this year as evidenced below.

Significant achievements

- Voluntary agreements for voluntary case plans increased from 6 to 28, an increase of 367 percent from the 2021-22 financial year.
- Voluntary agreements for voluntary income management increased from 15 to 25, an increase of 67 percent.
- Conference attendance rose to 75.9 percent this year and is the highest attendance since the commencement of the Commission.

Challenges

Local Commissioner appointments

Sorry business and the availability of Local Commissioners had a significant impact on the number of conferences held this financial year. The appointment of new Local Commissioners in Coen to join our team is considered critical to allow for a pool of Local Commissioners to convene a decision-making panel, to maintain consistency of operations, and to provide gender balance and greater clan group diversity from the five main clan groups the Ayapathu, Kaanju, Lama Lama, Umpila and Wik-Mungkan peoples. On 29 June 2023 the Commission was advised the Governor in Council had approved the appointment of two more new Local Commissioners for Coen, Ms Naomi Hobson and Ms Ramana Walker for the period 1 July 2023 to 30 June 2026. We warmly welcome the appointment of the two new Local Commissioners in Coen. The new additions to our team will provide the ability of Local Commissioners to be relieved as needed and inject new perspectives into conferencing and other work in the Coen community.

Legislative constraints

As in 2022 we again raise our concern in regard to the legislative constraints which affect the recruitment of new Local Commissioners. The *Family Responsibilities Commission Act 2008* as it currently stands, disqualifies a person from being a Local Commissioner if they have been the subject of a family responsibilities agreement or a FRC decision[1] in the past. An amendment to the legislation would increase opportunities for deserving community members to apply and would alleviate the pressures on us as current sitting members.

Increase in domestic violence offences

The FRC in Coen is concerned at the 43 percent increase in Domestic Violence Order notices received when compared to the previous financial year with 20 notices received in 2022-23 compared to 14 in 2021-22. For a community of our size this increase is concerning because of the effects domestic violence has on the wellbeing of the family and children. Any increase means that there is one too many families in crisis. We are further concerned at the lack of referral pathways for domestic violence offenders tailored to facilitate behaviour change. We cannot hope to see a reduction in domestic violence offences without an effective perpetrator program to stop the cycle.

Other community matters

Voluntary engagements

Despite having to postpone conferences throughout the 2022-23 financial year, the FRC in Coen remained committed to supporting our clients in a respectful way during sorry business and to provide opportunities for community members to engage with the Commission on a voluntary basis, outside of the formal conference environment.

This has led to a significant increase in the number of clients signing voluntary agreements for Voluntary Income Management (VIM) with a total of 25 VIM agreements this year. It is noteworthy that as at 30 June 2023 the majority of our clients on income management are voluntary (18 clients on VIM and only 1 client on CIM). VIM has been an invaluable tool for our elderly and vulnerable clients assisting them to protect their welfare payments and ensuring adequate funds for essential items. The increased number of VIM agreements has also resulted in an increase of voluntary referrals to the Cape York Partnership O-Hub money management program where participants agreed to access support for their budgeting and savings needs. We are pleased that our clients have an interest in linking improved financial literacy with voluntary income management.

School attendance

The Coen Campus of the Cape York Aboriginal Australian Academy (CYAAA) recorded 88 percent school attendance in Term 1 2023, the highest primary school attendance for selected Aboriginal and Torres Strait Islander communities in Queensland for the term. The FRC in Coen is extremely proud of the way we have worked with the school and fostered a close relationship with the Principal for reciprocal information sharing. Having up to date information has assisted us in engaging with families to address school attendance concerns. This collaborative approach and early intervention method has supported the good school attendance which is currently being experienced in Coen.

1. Section 20(1)(iii) disqualifies a person from being a Local Commissioner if 'the person is, or has been, the subject of a family responsibilities agreement or a decision of the Commission under section 69(1)(b)'.

Community operations Coen

NAIDOC Week activities

Coen celebrated National Aborigines and Islanders Day Observance Committee (NAIDOC) Week early this year. The celebratory week beginning 5 June was an organised partnership between the FRC, Cape York Partnership, Coen CYAAA, Coen Regional Aboriginal Corporation and the Apunipima Wellbeing Centre. In line with this year's NAIDOC theme, 'For Our Elders', we recognised the important role our Elders have played, and continue to play, in our community by celebrating them throughout the week. We were delighted to see our partners and community come together in solidarity organising and participating in the week of events. We attended many of the events including a school band performance and concert, a breakfast for the community, a candlelight remembrance walk for those lost to suicide, a NAIDOC ball and a NAIDOC march.

The next 12 months

As FRC in Coen we continue to advocate for service delivery gaps to be filled in regard to domestic and family violence, and child and youth services. For several years we have expressed concern about the mental health and wellness of our people, with far too many families bereaved by suicide. We wish there were more suicide prevention programs available tailored to the needs of our community members. Then we could, as an early intervention approach, refer our clients to get help (and hopefully in the process, prevent other families from having to go through this tragic loss).

This year, we have succeeded in our goal to increase engagement opportunities for community members in a voluntary capacity either through voluntary income management or voluntary case plan agreements. We have found that clients have more self-determination (personal agency) and motivation to change when their engagement is voluntary rather than a mandated order.
In the coming year, we will continue to build our capacity to assist clients to implement positive behaviour change, especially through voluntary engagement, for clients who are motivated to take personal responsibility for their own families and community.

Although there continues to be uncertainty around what the future holds for the FRC, we will nevertheless proceed with continued determination to support our clients in the best way we can. Despite the uncertainty, we feel encouraged following our participation and input into the new FRC Strategic Plan 2023-27 to be implemented on 1 July 2023 which is focussing on planning our future objectives and strategies for the next four years.

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, Wendy Taylor, Virginia Collins and Lila Cairns supported by Local Registry Coordinator Brenden Joinbee. An account of their operations during the reporting period follows.

Doomadgee Commissioners' report

This financial year we focussed on building our relationship with the Doomadgee State School and working with clients to implement strategies to overcome barriers to their children's regular school attendance. We did this through co-designing an Elevated School Response (ESR) strategy where we partnered with the school to increase our engagement with families of non-attending students outside of the conferencing process.

Significant achievements

When this financial year commenced, we established a number of goals we wished to achieve. The ones we have achieved and are most proud of are:

- A strengthened relationship with the Doomadgee State School and the implementation of the ESR. The ESR has enabled us to increase our presence and interact more favourably with non-attending students to stress the importance of attending school consistently. We regularly communicate with teaching staff and students and attend school assemblies to present awards.
- The three new Local Commissioners (Wendy Taylor, Virginia Collins and Lila Cairns) who commenced last year have transitioned into their roles well. The new Local Commissioners are an asset to the team and have assisted us to increase our engagement with clients, the community and with service providers. We look forward to continuing our mentoring roles, assisting with training and sharing the knowledge we have acquired over the years.
- We have identified a cohort of clients who have reported the benefits of voluntary income management and have gained confidence to manage their own money. We see this as a positive outcome as it means our clients are demonstrating personal responsibility for their households and families.

Challenges

Impact of flooding

Early 2023 saw Doomadgee experience a significant flooding event, with the Nicholson River reaching record flood levels which threatened to engulf the community. This incredibly stressful event created panic and led to food shortages with food having to be flown into the community a couple of times per week. The flow-on effect of food being transported by air was the enormous increase to the cost of groceries causing economic stress and health issues for community members.

School attendance

School attendance continues to be affected by numerous community events in and outside of Doomadgee that our community members traditionally attend such as the Mt Isa Show, the bull riding tour and local rodeo circuit.

In an effort to combat the historically low school attendance for Term 3, we implemented an ESR strategy with the assistance of our Local Registry Coordinator. The aim of this strategy is to increase school attendance by engaging with clients on a more regular basis outside of the conference setting, and to identify and source solutions to issues that are impacting on a child's school attendance. This engagement received a positive response and provided the opportunity to continue building constructive relationships with our clients.

Following a lengthy period in which the Doomadgee State School Principal's position was filled by temporary Acting Principals we are pleased to see the school now has a new permanent Principal in Mandi White. We look forward to meeting with the Principal. The school has also now employed a supervisor to oversee the Student Attendance Officer team. This is going to be a great asset to both the Doomadgee State School and to us as FRC Local Commissioners and will allow us to work more collaboratively with the school to improve school attendance for the children of Doomadgee.

Sorry business

The Doomadgee Aboriginal Shire Council has now established sorry business protocols for the community. It is hoped that these protocols will limit the impact on school attendance and service provision whilst continuing to allow for the cultural requirements of sorry business.

Lack of trigger notices

In all other communities the FRC operates in,[1] except Doomadgee, the Local Commissioners have the benefit of using a full suite of 'trigger notices'. The FRC Act allows the Commission to receive notifications from agencies, in the following circumstances or triggering events:

- a child of the person is either not enrolled or not meeting designated school attendance requirements
- there is an intake involving the person by the Department of Child Safety 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.

In Doomadgee, we are limited to only helping our families with school attendance or enrolment, and child safety issues. It is imperative that we gain access to the full suite of trigger notices that other FRC communities receive so we can take a holistic approach to the issues that our clients are experiencing.

Youth crime

Youth crime is a serious problem in Doomadgee, and we fear that the recent escalation in criminal activity by gangs of young people aged between 8 and 15 years has the potential to result in loss of life. These children are running rampant at all hours of the night breaking into businesses and

1. Aurukun, Coen, Hope Vale and Mossman Gorge.

service provider premises and causing significant damage. This puts an enormous strain on the community as it disrupts service provision and prevents community members from accessing supportive assistance. The issue of youth crime requires a multi-prong approach. The FRC doesn't have all of the answers, but strongly believes if we were able to use the Childrens Court trigger which exists under section 43 of *Family Responsibilities Commission Act 2008*, we could engage the parents of these youth offenders and work with them, in partnership with the police and service providers, towards making the community safe again.

Other community matters

Lack of GP in community

Unfortunately, as at 30 June 2023 Doomadgee residents still do not have regular access to a GP doctor. Our community members should not have to travel to Mt Isa and other towns to seek a service that should be available in a community of approximately 1200 people. The lack of a doctor not only puts stress on patients but also their families, especially with the requirement to travel and stay away to access medical care.

Working with the police

We welcomed a new Officer in Charge (OIC) of the Doomadgee Police Station this past year and are very excited to continue growing our relationship with the new OIC and the police in Doomadgee. We greatly appreciate the work they do to help keep our community safe and we look forward to working with them to help achieve this goal. Even though we are limited in Doomadgee with only child safety and welfare and school attendance and non-enrolment triggers upon which we can conference, we regularly meet with Doomadgee police officers to discuss safety and issues of unrest in the community and work with them to find solutions.

The next 12 months

Over the next 12 months we look forward to building on our strong working relationship with the Doomadgee State School, especially through ESR and regular meetings with the new Principal. We want our children to have every chance to succeed and getting a good education is the foundation to success. We also hope to build on our relationship with the Student Attendance Officer team to help address issues impacting school attendance and provide appropriate solutions to rectify these issues.

As the FRC in Doomadgee, we will continue to advocate for the additional agency notice triggers that our fellow Local Commissioners in the FRC communities in Cape York have at their disposal. We believe the full suite of 'trigger notices' are necessary for us to deal with issues in the community in a more holistic way. We don't want another year to pass of not being able to do our job the way it should've been done from the start, otherwise our community members will continue to miss out.

For the sake of our young people and community safety, we will also not give up the fight to have the Childrens Court trigger operating in Doomadgee.

Community operations Hope Vale

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

Hope Vale Commissioners' report

As we look back at the 2022-23 financial year, we are greatly encouraged with the outstanding achievements we report for our community.

Significant achievements

With the support of our Local Registry Coordinator, Josephine Pinder, and registry staff we list some of our achievements for this financial year. Even though some of the statistics reported are small in number we believe in early intervention as a way to support families and children.

- In the 2021-22 financial year we recorded the highest conference attendance rate since the commencement of the Commission (76 percent). With conference attendance reaching 81.6 percent in 2022-23 we have once again surpassed that figure. We are very proud of this increase as we believe it demonstrates our clients' willingness to embrace the opportunity to discuss their matters with us and it is this engagement which leads to positive outcomes.
- In 2022-23 33 family responsibilities agreements were entered into compared to 9 in 2021-22 an increase of 267 percent. The increase of family responsibilities agreements is a positive indication that clients acknowledge that change is required to improve their circumstances and those of their children.
- Voluntary income management agreements are another tool embraced by clients with a rise from 14 in 2021-22 to 21 in 2022-23, an increase of 50 percent from the last financial year. We commend our clients for their ability to make meaningful decisions for themselves.
- Self-determination and continued willingness of FRC clients to seek support is confirmed by the 100 percent increase in voluntary case plan agreements from the 2021-22 financial year to this financial year, increasing from 4 in 2021-22 to 8 in 2022-23.

Challenges

Youth crime

Unfortunately, this year Hope Vale has experienced an escalation of anti-social youth behaviours leading to an increase in reported (and unreported) offending including break-ins, vandalism, and disengagement from school. The break and enters are placing the community in jeopardy of losing support services affected by the crime. Mediation utilising the traditional lore process has occurred with families in an attempt to provide support in dealing with the crime issue, with some success advised by the Mayor of Hope Vale.

The FRC attended a youth meeting on 23 November 2022 called by the Thurrpiil Community Justice Group and hosted by the Mayor of the Hope Vale Aboriginal Shire Council (HVASC) following growing concerns regarding youth issues generally. The meeting was attended by senior members of HVASC, government officials, service provider partners and members of the community. Numerous strategies, actions and solutions were discussed, and we were able to provide clarification on the limitations of our jurisdiction to deal with children who have been convicted before a Childrens Court. Participants at the meeting expressed their support for the reinstatement of the Childrens Court trigger which the Family Responsibilities Commission has been unable to enact since 1 July 2016 due to an oversight of the legislative amendments to the *Youth Justice Act 1992*. The Childrens Court trigger would allow Local Commissioners to speak with the parents and carers of offending children to address their behaviours.

In 2023 youth crime remained prevalent and in February 2023 the Justice Group brought community members and stakeholders together to address the issue. A contributing factor to the crime rate were children from families experiencing domestic violence incidents, drinking and partying, with parents not taking responsibility for their children and even denying their children's involvement in the crime. Long-term disengaged high school students have also been reported to be enticing primary school students out of class reinforcing our belief that these disengaged school students would benefit from a bridging program to enable them to re-enter mainstream schooling.

Our Local Registry Coordinator commenced discussions with representatives of the Hope Vale Foundation highlighting the need for an educational bridging program in Hope Vale for long-term disengaged high school students. Further discussions and planning for a bridging program continued at a meeting facilitated by the Cooktown State School. Those who attended included the Rinyirru (Lakefield) Aboriginal Corporation, a Regional Youth Support Coordinator from the Youth Engagement Team of Education Queensland, the Hope Vale Foundation and members of HVASC. The Hope Vale Foundation informed of their capacity to establish and fund a bridging school program in Hope Vale and advised that they were currently seeking suitable premises to conduct classes. Discussions included what would constitute a culturally appropriate program which would include literacy and numeracy, on country activities linking in with traditional owners and ranger groups, horticulture, sports, art, and work readiness activities.

School attendance

Ensuring children attend school on a consistent basis is a high priority for us Hope Vale Local Commissioners. Developing a school ready routine is of major importance in getting children to school and we believe is best established at a young age. We are happy to report that some strategies and projects have been implemented to assist with developing school ready routines for parents and young children. In September 2022 the Partnerships Facilitator (Early Years) from the Department of Education, and our Local Registry Coordinator joined forces to host a kindergarten open day at the George Bowen Memorial Kindergarten. The event was planned to bring together parents, children, and service providers and was well attended. Attendees were welcomed to the event by FRC Local Commissioner Priscilla Gibson and Mayor Jason Woibo who assisted in showcasing the facility and the resources available. Commissioner Priscilla Gibson has had a long association with the facility and her qualifications in early childhood education were an integral part of the establishment of the kindergarten. Service providers were very keen to meet parents and children and present information relating to the multitude of services they provide. Children received care packs which included nutrition tips, water bottles, shirts, hats, and story books.

The event achieved its intended outcomes including an increased number of enrolments for 2023. Unfortunately, it was reported that even though enrolments had increased the attendance rate was not satisfactory. To encourage kindergarten attendance and commence the enrolment process for 2024 an ‘Early Years Community Event’ was held in May and extended to include children up to 5 years old. The event was not well attended, reinforcing that further engagement is needed to instil the importance of education commencing early in a student’s life to establish a love of learning.

The HVASC, community members and service providers raised concerns about long-term school absences and the correlation between disengaged students, reduced opportunities, increased risk of substance abuse and youth crime. This led to the creation of our Elevated School Response (ESR) strategy, a grass roots project as an early intervention approach to support families and improve future economic opportunities for the children of Hope Vale. ESR commenced in week 1 of Term 2 2023. FRC Local Commissioner Robert Gibson and the Good to Great Schools Student Case Manager conducted home visits to meet with families and to have conversations to identify barriers to improving school attendance or engaging back into the school system. Data was collected and monitored weekly. We are happy to report that by week 7 of Term 2 the project was showing signs of success. School attendance will be monitored and ESR implemented as needed.

Other community matters

In September 2022 we met with a team of 30 members of the Far West Coast Community Partnerships team, Guugu Yimithirr Alliance members and Cape York Partnership O-Hub staff in Hope Vale. The group included youth workers, education specialists and support members and community leaders. With the Cashless Debit Card being abolished in their regions, the focus of the group for this trip was on education, to learn from Cape York how we have tackled the “wicked” problem of school non-attendance, how to support the educational needs of their children and the impact disengagement from education has on social variants – health, housing, employment, and justice. This group are incredibly passionate. They had done their research and asked very relevant and focussed questions and left having established some theories to enable future progress. They will be the ones to make the changes in their communities to aspire to a different future.

Local Commissioner Selina Kerr-Bowen’s talents extend to events coordinator and two events which are now highlighted as annual events in the Hope Vale community calendar are International Women’s Day in March and Mother’s Day lunch in May. The women of Hope Vale are treated to lunch, entertainment and given the opportunity to share their stories with family and friends.

The next 12 months

The FRC has evolved over the past 15 years. We pride ourselves on offering a safe space for our clients to discuss matters without judgement, enabling clients to consider options to address priority needs. With positive statistics reported in our 2022-23 data, we will endeavour to maintain and build on the progress we are making to take our community into the future. A priority for us is the reinstatement of the Childrens Court trigger, a tool we are currently unable to utilise, which would enable us to guide and assist our youth on their journey into adulthood.

Our vision is to promote the work of the FRC within our community, regionally and to all government levels. An expansion of FRC into other communities and troubled suburban areas in Queensland would be testament to the progress we are proud of.

Community operations Mossman Gorge

FRC operations in Mossman Gorge were undertaken by Local Commissioners Loretta Spratt, George Ross-Kelly, Zara Ryan, Jarrod Kulka, Daphne Creek, Helenia Creek and Julie-Ann Williams, supported by Acting Local Registry Coordinators Kate Gooding and Cara Marks. An account of their operations during the reporting period follows.

Mossman Gorge Commissioners' report

We were very thankful to have five new Mossman Gorge Local Commissioners join our team in the 2022-23 financial year. The appointment of new Local Commissioners has increased the diversity, knowledge and strength within our team and has enabled us to resume the local authority envisaged in the FRC Act. With a strong team of seven Local Commissioners, we were able to accomplish the achievements below that demonstrates our commitment to support more clients in our community.

Significant achievements

- There was an 84 percent increase in the number of conferences held from 2021-22 increasing from 58 in 2021-22 to 107 in 2022-23.
- Conference attendance increased to 65.4 percent this year and is the highest attendance since the commencement of the Commission.
- Family responsibilities agreements to attend a support service increased by 65 percent increasing from 17 in 2021-22 to 28 in 2022-23.
- Numbers of referrals to support services from family responsibilities agreements and orders increased by 82 percent increasing from 33 in 2021-22 to 60 in 2022-23.

Challenges

Sorry business

The Mossman Gorge community experienced extended periods of sorry business this year. Local service providers reported delays to the provision of support services over this period, and reduced client engagement, attributing sorry business as the main cause. It is also known that sorry business has a direct impact on school attendance with children often missing several weeks of school.

School attendance

We have been concerned about long-term disengaged students and noticed an increase in the number of students becoming disengaged from school (especially during the transition from primary to high school). We have found it difficult to witness children re-engage in school, only to be set up to fail due to the lack of bridging programs which makes it difficult for them to catch up to their peers. It is our experience that low school attendance can often be attributed to a lack of routine and boundaries for children in the home. As Local Commissioners we struggle to address this issue because of the lack of parenting programs available to refer our clients to so they can enhance their parenting skills and develop positive discipline techniques.

Increase in domestic violence

We were concerned this year by the increase in domestic violence offences. This is evidenced in the statistics which show Domestic Violence Offence (DVO) notices have increased by 29 percent compared to last year increasing from 14 in 2021-22 to 18 in 2022-23, and Domestic Violence Breach (DVB) notices have increased by 18 percent increasing from 17 in 2021-22 to 20 in 2022-23. This is the highest total in any financial year since the introduction of the domestic violence trigger. In line with the increase in notices, we have prioritised these matters for conferencing and connected clients to support services. To achieve our objective to support the restoration of socially responsible standards of behaviour, we continue to advocate for appropriate perpetrator intervention programs suitable for client referrals in Mossman Gorge.

Increase in youth crime

There has been an increase in youth crime in Mossman Gorge and surrounding areas which we believe is worsening. We have been proactive in our approach to this issue and have attended monthly Youth Community Agency Network meetings attended by representatives from local council, government and non-government agencies who work with youth, but we feel our hands are tied in what we can do due to legislative constraints. We would like to support local youth and their families with our early intervention and culturally appropriate approach, but to do this we need to have the Childrens Court trigger reinstated so that the FRC receives child conviction notices as intended under the FRC Act.

Other community matters

Elevated School Response

In Term 1 (January to March 2023) an Elevated School Response (ESR) strategy was co-developed with local schools and service providers. The strategy was designed in response to concerns raised by the community, Bamanga Bub Ngadimunku Aboriginal Corporation (BBNAC), Mossman State School and Mossman State High School about behavioural issues on the school bus, school aged children roaming around the community during school hours, and an increase in youth offences. The project commenced in Term 2 and has already seen very positive outcomes. For the entire term, one Local Commissioner rode on the Mossman Gorge school bus for three days each week, whilst other Local Commissioners and the Local Registry Coordinator conducted home visits to address missed school at the earliest opportunity. Close relationships that have been fostered with the schools have led to the FRC receiving up to date school attendance so we can tackle school absences in a more effective and efficient manner. FRC presence on the school bus has assisted with behavioural issues and helped to drive increased school attendance for some families. We are proud of the way we have worked with the community and the schools to address this complex issue, as we know that a collaborative approach is necessary to combat systemic and entrenched barriers to school attendance.

Significant community events

At the beginning of the school year, the FRC in Mossman Gorge worked collaboratively with the early childhood sector to explore opportunities for early learning. This culminated in an ‘Education and Training Event’ to bring services together from cluster playgroups, kindergartens and preps. The event’s purpose was to promote school readiness, school attendance and health, and was supported by many local service providers. We will continue to do everything we can to support early childhood development, as we know how important early education is to ensure that children have a strong foundation for future development.

Enhanced Income Management

Throughout the year we worked closely with the Department of Social Services (DSS) and Services Australia on the transition from the Cashless Debit Card (CDC) to the new enhanced Income Management SmartCard. This included hosting staff from DSS in Mossman Gorge on 8 March 2023 to support community members with a successful transition.

As Local Commissioners we were initially concerned when the Australian Government announced the abolishment of the CDC. But we were then relieved to hear that the FRC could continue to use our form of income management with the SmartCard as this is an invaluable tool to help our people. This year Voluntary Income Management (VIM) has emerged as being an increasingly popular and helpful tool by which vulnerable people and Elders are able to take greater control of their own affairs, by using the SmartCard as a way to safeguard their welfare payments from humbugging, and ensuring money is available to buy essential items. We have also noticed that clients on existing VIMs which are due to expire are starting to request to sign up for a new agreement extending the period of VIM. These clients expressed how helpful VIM has been in assisting with budgeting and saving, protecting their payments and supporting daily needs for themselves and their families. Once our clients have entered into a VIM and to promote financial responsibility, we encourage them to also undertake voluntary case plan agreements to attend the Cape York Partnership (CYP) Opportunity Hub where they are provided with long-term budgeting strategies which assists them to utilise the Smartcard to its full potential.

The next 12 months

Last year we reported that developing our Intensive Case Management (ICM) framework would be an active focal point in the coming months. We have certainly focused on increasing our ICM interactions this year. We have found that ICM interactions outside of the formal conference setting has reinforced the supportive nature of FRC interventions, and it has assisted to further build a trusting and supportive relationship with our clients and service providers. We will continue to build on our ICM work over the next 12 months, with an increase of regularly scheduled ICM days providing more opportunities to work with vulnerable clients.

In the future we would like to see better, culturally appropriate support for clients who have recently been released from prison, as it can be very difficult for these clients to be reintegrated back into community. We have noticed that not having appropriate supports has led to clients reoffending, and regularly returning to prison. We would like to have a stronger formal partnership with Queensland Corrective Services to provide a closely coordinated approach to a client’s reintegration in community from prison, and to be able to conference clients upon their return to community at the first available opportunity.

Significant events and achievements

Significant events

The past financial year has seen a number of significant events which have impacted on the operations of the FRC.

New Local Commissioner training

July 2022 saw the commencement of the program to induct and train the 12 new Local Commissioners appointed on 5 May 2022. The schedule of training occurred over a six-month period and gave new Local Commissioners a foundational understanding about their role and legislative responsibilities. Topics included procedural fairness, natural justice, managing conflicts of interests and confidentiality. The delivery of the training program also involved an immersive component - shadowing the Commissioner, Deputy Commissioner, other Local Commissioners and Local Registry Coordinators in the performance of their duties.

In the interests of providing a more focused and intensive training experience, and to allow the new Local Commissioners to meet each other and get to know Local Registry Coordinators and other registry staff, the new Local Commissioners were hosted at a training conference in Cairns during the week commencing 17 October 2022. Each Local Commissioner received a Local Commissioner Handbook which incorporates relevant guidelines and legislation governing their functions, powers and suitability requirements. The Handbook provides the framework under which the Local Commissioners are expected to perform their functions.

During the intensive training week, the Local Commissioners learned about how the FRC was established, the organisational structure of the Commission including the administrative functions necessary to provide them with the requisite information to make decisions. Further, Local Commissioners were advised about the registry processes following their decision-making such as the monitoring of case plans, communication and collaboration with service providers and strategic partners, the supervision of income management and their role in representing the FRC both within and outside their communities.

In closing the conference, Commissioner Tammy Williams, Deputy Commissioner Rod Curtin and Registrar Maxine McLeod addressed the new Local Commissioners on the importance of professionalism in performing their functions as decision-makers, the primary principle of ensuring that actions taken are in the best interests and wellbeing of children and vulnerable persons, and that in carrying out their functions the Local Commissioners must observe the principles of natural justice.

With the exception of the initial appointment of Local Commissioners in 2008, this was the largest group of new Local Commissioners to have been appointed at once. The Commissioner, Deputy Commissioner and registry staff put considerable time and effort into developing and delivering the induction and training program, which was considered very successful. At the completion of the six-month program, all Local Commissioners who completed the training were assessed as competent to sit as part of a decision-making panel.

Significant events and achievements

Statutory appointments

Reappointments July 2023 – June 2026

On 29 June 2023 the Commission was advised by DTATSIPCA the Governor in Council had approved the reappointment of Commissioner Williams as the Commissioner for the period 1 July 2023 to 30 June 2026. Further, to support the Commissioner in her role, Mr Rodney Curtin was reappointed as Deputy Commissioner, and the following current Local Commissioners for the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge were reappointed for the same period:

Aurukun: Mr Edgar Kerindun OAM, Ms Doris Poonkamelya OAM, Ms Ada Woolla OAM, Ms Dorothy Pootchemunka, Ms Vera Koomeeta OAM, Ms Keri Tamwoy and Mr Dereck Walpo.

Coen: Ms May Kepple OAM, Ms Elaine Liddy OAM, Ms Alison Liddy and Ms Maureen Liddy.

Doomadgee: Mr Christopher Logan, Ms Elaine Cairns, Ms Kaylene O'Keefe, Ms Eleanor Logan, Mr Guy Douglas, Ms Isabel Toby, Ms Dawn Aplin, Ms Wendy Taylor, Ms Lila Cairns and Ms Virginia Collins.

Hope Vale: Ms Priscilla Gibson, Ms Doreen Hart OAM, Ms Cheryl Cannon, Ms Erica Deeral, Ms Selina Kerr-Bowen, Mr Robert Gibson and Ms Kathryn Gibson.

Mossman Gorge: Ms Loretta Spratt OAM, Mr George Ross-Kelly, Ms Daphne Creek, Ms Zara Ryan, Mr Jarrod Kulka and Ms Julie Williams.

This three-year period is the longest term of appointment that has been granted to the Commissioner, the Deputy Commissioner and the Local Commissioners, since the beginning of the Welfare Reform trial. Given the ongoing impacts of uncertainty about the FRC's future, this term of relative stability is welcomed.

Mr Noel Pearson, Founder of Cape York Partnership representing the Cape York Institute (CYI) and Ms Jody Broun, Chief Executive Officer, National Indigenous Australians Agency (NIAA) were reappointed to the FR Board for the period 1 July 2023 to 30 June 2026. The Governor in Council appointed Ms Clare O'Connor, Director-General of DTATSIPCA as the chair of the FR Board from 1 July 2023 to 30 June 2026.

New Local Commissioner appointments

On 29 June 2023 the Commission was also advised the Governor in Council had approved the appointment of two more new Local Commissioners for Coen, Ms Naomi Hobson and Ms Ramana Walker for the period 1 July 2023 to 30 June 2026. The appointment of new Local Commissioners in Coen is warmly welcomed by the existing Coen Local Commissioners and the FRC team. Having additional Local Commissioners will allow the hardworking Coen Commissioners to be relieved as needed and inject new perspectives into conferencing and other work in the Coen community.

Tabling of 2021-22 Annual Report

March 13, 2023 heralded the 15th anniversary of the passing of the FRC Act through Queensland State Parliament with bi-partisan support. Internally the Commission marked the anniversary by recognising and acknowledging the hard work undertaken by Commissioners and registry staff in moulding the Commission into the organisation it is today. It is fitting that the Commission's 2021-2022 Annual Report was tabled in Queensland's Parliament on 13 March 2023 by the Honourable Craig Crawford MP, the then Minister for Aboriginal and Torres Strait Islander Partnerships.

Community Support and Services Committee

Estimates

Commissioner Williams and members of the EMT travelled to Brisbane to appear at the Estimates Hearing for agencies reporting to the Community Support and Services Committee on 4 August 2022.

Commissioner Williams provided information in response to questions from the Committee regarding VIM agreements in connection with the proposed abolition of the CDC, and progress on the restoration of Childrens Court notices. The Commissioner also noted the Queensland Government's Future Directions Review which commenced stakeholder consultations earlier in the year.

Meeting with the Community Support and Services Committee

On 27 March 2023, Commissioner Williams, along with members of the EMT appeared at a Public Briefing of the Community Support and Services Committee of the Queensland State Parliament.

Commissioner Williams reported to the Committee on:

- the operational performance highlights outlined in the recently tabled Annual Report
- the Memorandum of Understanding (MoU) for funding and the impact of successive short-term funding agreements on the Commission's operations
- the importance of operationalising the Childrens Court trigger in the FRC Act
- school attendance data
- the success of VIM.

Repeal of the Cashless Debit Card

A priority focus for the FRC during the latter half of 2022 was the introduction and passage of legislation through the Australian Parliament to repeal the CDC program. The Social Security (Administration) Amendment (Repeal of Cashless Debit Card and Other Measures) Bill (the Bill) was introduced in the House of Representatives on 27 July 2022. The Bill was passed in the House of Representatives and introduced in the Senate on 3 August 2022.

The Bill raised several issues of concern for the FRC as some of the proposed amendments appeared to undermine the independence of the FRC's decision-making functions. During the short time between the introduction of the Bill and its passage to the Senate, the FRC began discussions with DSS about potential impacts for the FRC if the Bill was passed as drafted. The Bill was referred to the Senate Standing Committee on Community Affairs, and the FRC was invited to participate in the Committee's inquiry into the Bill.

During the week beginning 8 August 2022, the FRC hosted ministerial delegations in Aurukun and Cairns as part of community consultation being undertaken on the repeal of the CDC. Assistant Minister for Social Services, the Hon Justine Elliott MP, along with DSS staff travelled to Aurukun and witnessed an FRC conference. A proposed trip to see a conference in Mossman Gorge was unfortunately cancelled due to sorry business. The Minister for Social Services, the Hon Amanda Rishworth MP, travelled to Cairns and met with Local Commissioners from Doomadgee, Deputy Commissioner Curtin and registry staff.

The Local Commissioners also prepared written submissions for the ministerial delegation to consider which outlined the reasons for the continuation of income management in their communities, and the benefits of the CDC to their communities, when compared with the BasicsCard.

The FRC provided a comprehensive written submission to the Senate Standing Committee on Community Affairs on 15 August 2022. The submission explained the FRC's unique model of income management, highlighted our performance record, and raised concerns that the Bill, as drafted, may adversely impact the Commission's operations and the wellbeing of our most vulnerable clients. Commissioner Williams and Anne Crampton (Manager, Case Management and Monitoring) travelled to Bundaberg to give evidence in person at a hearing of the Senate Committee on 16 August 2022.

Commissioner Williams and Camille Banks (Manager, Compliance and Legal Policy) also travelled to Canberra to provide briefings and advice to Ministers and staff, Senators and colleagues at DSS and NIAA.

The Senate Standing Committee handed down its report on 31 August 2022. The Senate Committee's report affirmed the role of the FRC as a community-led model of self-determination. The Report recommended that the Bill be passed, subject to only one other recommendation:

> *"…that the Commonwealth Government work with the Queensland Family Responsibilities Commission to address the concerns raised, including considering possible amendments to the bill, to ensure that the Commission can continue to operate effectively in accordance with its statutory responsibilities."*

The Australian Government drafted further amendments to the Bill, consulting with the FRC prior to the introduction of the amendments in the Senate on 27 September 2022. The legislative issues raised in the FRC's submission to the Senate Standing Committee were satisfactorily addressed by the amendments. The amendments also introduced the eIM regime, which was designed to ensure that a product with the same technological capabilities as the CDC would be made available to clients remaining on income management.

The Explanatory Memorandum noted the compatibility of the FRC model with human rights and the right to self-determination pursuant to Article 1 of the International Covenant on Economic, Social and Cultural Rights.

> *"By ensuring the continuation of the FRC referral model, the amendments ensure that IM in prescribed community areas can continue as intended to address and curtail passive welfare, antisocial behaviour and entrenched disadvantage. FRC [C]ommissioners will be able to determine how much a participant's payment should be qualified, based on an assessment of the participant's holistic situation. A [C]ommissioner can also vary the qualified portion if required which allows for a level of discretion, as opposed to a 'one size fits all' approach.* ***Therefore, self-determination is maintained as this a community-endorsed model to address concerns relating to those most vulnerable to social harms****' [emphasis added]."*[1]

1. Statement of Compatibility with Human Rights; Supplementary Explanatory Memorandum; *Social Security (Administration) Amendment (Repeal of Cashless Debit Card and Other Measures) Act 2022;* prepared in accordance with Part 3 of the *Human Rights (Parliamentary Scrutiny) Act 2011*.

The passing of the legislation meant that CDC participants in trial sites (that is, those CDC sites other than the Northern Territory and the FRC communities), could opt-out of CDC, or continue voluntarily. On 6 March 2023, FRC communities transitioned to eIM.

During the consultations, briefings and submissions to the Parliamentary process, the FRC was pleased to be able to demonstrate the uniqueness and success of the FRC's income management model, and to advocate for changes to legislation which would otherwise have impacted on the most vulnerable of the FRC's clients. During this process, the ongoing value of the FRC, and, in particular the work of Local Commissioners, was recognised by the Australian Parliament.

Achievements

Voluntary Income Management

It is significant that as 30 June 2023 the FRC has processed a total of 523 income management arrangements since 17 March 2021, of which 64 percent were voluntary. It is also notable that the increase in uptake can be seen across all age groups, including the younger cohort of 18-25 year olds. As at 30 June 2023 there were 66 clients, who between them have 50 children in their care, on a VIM agreement.

VIM is a popular tool for those wishing to get support to manage their money and ensure household needs and financial obligations are met. The FRC has tracked the reasons people enter into a VIM agreement since 17 March 2021 following the introduction of the CDC and now, more recently, the SmartCard. The most common reasons across all age groups were to buy food and to pay bills.

VIM has also proven to be a useful protective mechanism for those struggling with complex and entrenched disadvantage. The FRC's experience is that women have found VIM particularly helpful in protecting their income in relationships characterised by domestic violence, including coercive control. Elderly community members are also self-referring to help safeguard funds for their own needs and protect against humbugging or other elder abuse.

Data since the introduction of the CDC and the subsequent SmartCard, from 17 March 2021 until 30 June 2023, show of the 230 VIM clients:

- 123 (53 percent) had a conditional income management (CIM) prior to a VIM
- 107 (47 percent) had only had a VIM.

This demonstrates that clients recognise things can improve for them and their families with income management in place and have taken steps to continue this improvement.

Intensive Case Management framework

The previous annual report noted the development of the ICM framework. The ICM framework was primarily a response to the increased need to provide support to FRC clients during the suspension of usual conferencing when the Omicron variant of COVID-19 was significantly affecting communities. The aim of the initial ICM framework development was to better utilise the Commission's existing case management powers under the FRC Act and provide an increased level of oversight and assistance to vulnerable clients. The modified operations helped determine the level of support for clients experiencing complex issues or if an extraordinary remote conference was required. The FRC were one of the few organisations providing on the ground support to clients during the long period of the COVID-19 virus outbreak once the Queensland Government Health stay at home directives were removed.

Since its inception, the ICM framework has further developed to become an integral part of the FRC's work. ICM has proven to be a successful strategy building trusting and supporting relationships with both clients and service providers outside the more formal conference setting. Following a formal review of the ICM framework in early 2023, the goal of the ICM framework is now to provide oversight of case plan compliance by service provider/s and the client, and determine whether the case plan and its goals remain suitable and adequately address issues of concern to the Commission. Adjustments have been made to further clarify the timing of the phases of case management within the framework and improve data collection. Alongside the Manager, Coordination, Local Registry Coordinators have begun to develop their case management capabilities and institute a reflective practice.

The ICM framework is yet to be formally evaluated, but anecdotal evidence from clients is that they highly value the more intensive support to access and attend services. Local Commissioners also report that the more frequent and intensive interactions with clients outside of conference seemed to reinforce the supportive nature of FRC interventions, and increased clients' willingness to access services and work towards their goals.

Elevated School Response strategy

The issue of recent historically poor school attendance rates and educational outcomes for children in First Nations communities, requires a targeted response to identify and overcome complex barriers prohibiting engagement and attendance affecting families.

Disappointing school attendance data for Terms 3 and 4 of 2022 reflected the ongoing concern of Local Commissioners about low levels of school attendance, particularly in the Aurukun and Doomadgee communities. This prompted the FRC to design, following feedback from Local Commissioners and clients, and deliver in partnership with local schools, an ESR strategy to identify and case-manage FRC clients whose children are not attending school, or not attending on a regular basis.

The FRC, in general, is not a school attendance model – nor does it run a local school bus per se. The Commission does however play a pivotal role with community members who fall within its jurisdiction to work with families to overcome complex barriers to support school engagement and retention. The ESR uses an active case management approach of clients who have come to the Commission's attention through the receipt of a notice from the Department of Education in relation to student absences. Most clients are experiencing a suite of chronic issues with intersections between education, child safety and domestic violence.

Participation in ESR predominately follows a conference, in circumstances where a client may have entered into a FRA or been subject to an order and agreed to participate in the ESR program to overcome barriers to school engagement and attendance. Parents may also self-refer to the Commission for assistance and enter into a VCP to be an ESR participant. Clients entering an FRA, order, or VCP are subject to time limited case plans which automatically expire after a period determined by the FRC Act (3 to 12 months). However, clients can agree to a secondary case plan in certain circumstances.

A key part of ESR involves Local Commissioners visiting identified families at their homes, or at family members' homes to engage and initiate connection to school or an education stream appropriate to their needs.

Local Commissioners discuss barriers and offer possible strategies to families to overcome these. Where there has been long term disengagement and disconnection, the FRC applies a multi-disciplinary approach involving other service providers to jointly support clients who are ESR participants to overcome challenges.

Prior to Term 1 2023, the Local Commissioners and Local Registry Coordinators in Aurukun and Doomadgee each developed a response strategy specific to their communities. In Aurukun, for example, the initial focus was on long-term disengaged young people, whilst in Doomadgee, families that already had a case plan referral to School Attendance Officers were prioritised.

ESR strategies were implemented in Hope Vale and Mossman Gorge in Term 2 of 2023. Mossman Gorge's strategy included responding to the wishes of the community by aiming to reduce behavioural issues on the school bus, as well as improving school attendance. Hope Vale's ESR strategy included targeting the early years as well as school aged children, and focussed on families whose children were eligible to start kindergarten and Prep.

More detailed analysis of school attendance data of the students and families targeted by the ESR is ongoing, however early indications are encouraging. The program has also received positive feedback from school staff observing that school attendance 'always increases on the weeks that the FRC and the Local Commissioners are engaging ESR clients and their children'. The Commission is also heartened to report that the Department of Education published primary school attendance for Term 1 2023, (January to March 2023) which covers all students and not just the children of FRC clients, reflects improvement across the board for the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge when compared to Term 4 2022.

Building better partnerships

Department of Education – Instrument of Delegation

On 7 February 2023 the Commission was informed by the Department of Education that their Director-General had signed a new Instrument of Delegation under the *Family Responsibilities Commission Act 2008*. The delegation authorised Principals and Deputy Principals of schools in FRC communities, as well as the Executive Director, Performance Monitoring and Reporting, to directly provide notice to the Commissioner of:

- a child of compulsory school age that is not enrolled at a school (s41 FRC Act)
- information about a student at a school (s93 FRC Act) – for Principals, this information is limited to requests for enrolment and/or attendance information regarding a student at their own school.

The Commission is happy to report the Instrument of Delegation has streamlined response processes and timelines in regard to requests for information aimed at providing Commissioners with relevant information and data upon which to base their decisions.

Challenges and outlook

Whilst continuing uncertainty about the long-term future of the FRC contributed to challenges experienced over the past year, Commissioners and staff looked forward with hope and enthusiasm to develop a new Strategic Plan.

FRC Future Directions Review

The FRC understands the final report on the ‘Family Responsibilities Commission Future Directions Review 2022’, commissioned by the then Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships to inform the Queensland Government’s decision-making on the future of the FRC, has been provided to the Queensland Government. In line with the FR Board’s functions under the FRC Act, the Board was invited to provide advice to the Minister on the future operations of the FRC, guided by the findings and recommendations of the final report. To date, the FRC is yet to receive information about the outcome of the review.

Memorandum of Understanding

At the conclusion of the 2022-23 financial year the FRC remained without an MoU for future funding past 30 June 2023. However, given the appointment of the Commissioner, Deputy Commissioner and Local Commissioners for a period of three years from 1 July 2023, staff and Commissioners felt positive about the progression of negotiations towards an MoU.[1]

Strategic planning process

Since late 2022, the FRC has undertaken a holistic review of the strategic priorities of the organisation for the next four years and beyond. The development of a new Strategic Plan has set the Commission’s strategic direction and key performance indicators and forms the foundation for the development of individual performance plans for the next four years.

Through a series of workshops FRC staff, Local Commissioners and the EMT have, for the first time, collaboratively determined the FRC’s strategic priorities. The Strategic Plan document reflects input from the whole FRC team, and the FRC will continue to apply this co-design approach in all operations to give not only staff and Commissioners, but FRC clients, more agency in how the organisation supports them.

The Strategic Plan outlines the FRC’s strong commitment to contributing to Closing the Gap on life outcomes for FRC clients. It signals the FRC’s continuing focus on exploring avenues of supporting families outside the traditional conferencing model. The FRC intends to capitalise on the increasing voluntary engagement of clients with the FRC to support them to move beyond stabilising their circumstances and take up opportunities to learn, work and flourish.

The new Strategic Plan takes effect from 1 July 2023 so it has not been published in this report of the 2022-23 financial year. However, the challenges and opportunities outlined in the Strategic Plan and set out below, reflect many of the challenges experienced over the past reporting year, and the FRC’s outlook for the coming year.

1. On 9 August 2023 an MoU was entered into between the Australian and Queensland Governments to ensure the Commission continued to service its operations at full operational capacity for a fixed period of three years from 1 July 2023 to 30 June 2026.

Challenges and outlook

Our Challenges
Maintaining legitimacy and improving levels of engagement and personal responsibility without a clear authorising environment
Sustaining, renewing and broadening the pool of Local Commissioners
Supporting a stronger commitment from service provider partners for suitable, available and accountable services for clients
Strengthening resilience and wellbeing in staff and Local Commissioners to meet evolving challenges
Protecting our information assets

Our Opportunities
Embedding the FRC as a partner in the co-design and decision-making of Government
Expanding our impact to new communities and with new triggers targeting areas of need
Increasing voluntary engagement, particularly through increasing options for VIM
Harnessing the evolution of the Local Commissioners' role to increasingly support clients and communities outside of conference
Increasing recognition of the FRC's model of self-determination, through the FRC's local Indigenous-led decision-making, and the cultural capability of the registry

Transition to enhanced Income Management

Clients who had a CDC in FRC communities transitioned to eIM (the SmartCard) on 6 March 2023. Prior to March the Commission worked with DSS and Services Australia in preparing for the transition and assisted in hosting community engagement and information sessions conducted by Services Australia. The transition was implemented seamlessly across the communities. The Commission continues to monitor the use of the new SmartCard by FRC clients and reports any operational issues to DSS, Services Australia and NIAA during meetings conducted on a monthly basis.

The SmartCard has the same technical functionality as the CDC. Clients can use the card at any outlet where there is an eftpos terminal and for shopping online. However, the policy settings attached to the SmartCard do not allow the purchase of tobacco, in contrast to the previous CDC. Local Registry Coordinators have reported that the inability to purchase tobacco products using the SmartCard has resulted in clients on VIM not wishing to renew their VIM agreements. Whilst the Commission encourages and supports clients to pursue healthy habits, it is noted that this may explain a decline in the number of VIM agreements in the last quarter of the financial year when compared to previous quarters.

The new Strategic Plan builds on the FRC's ongoing work to increase voluntary engagement with the Commission. The plan specifically identifies the opportunity to increase options for VIM. When applying to end VIM agreements, a reason often cited by clients is that they would like to have access to more cash. Offering a greater range of options for the percentage of income to be managed, may encourage more people to take up or renew their VIM Agreement. For example, an option of 30 per cent of income quarantined on a SmartCard may still provide a useful tool, while leaving people more cash to spend on discretionary items. The FRC considers this may encourage greater personal responsibility by allowing for a high degree of agency over financial affairs, while still providing protection for a certain amount of money. The FRC will continue to consult with clients and partners to develop and implement measures that may assist in increasing personal responsibility and protecting children and other vulnerable people.

After the discontinuation of the CDC in other parts of Australia, and reports of subsequent increases in alcohol fuelled violence, interest in the FRC model as an alternative began to be shown by other jurisdictions, particularly by the Northern Territory and South Australia. As noted in the Hope Vale community operations report, the Commission participated in hosting a delegation from the Far West Coast Community Partnership (which represents five Aboriginal communities in Far West South Australia) who visited Hope Vale on a study trip. The FRC remains willing to share the insights gained over 15 years of operation, of what is increasingly being recognised as a nuanced and effective model to rebuild social norms through self-determination.

Information Communications Technology (ICT) upgrade

The Commission's Dynamics 2015 Customer Relationship Management (CRM) system and associated infrastructure is approaching 'end of life' in October 2023. The ICT Administrator and ICT Support Officer have been actively engaging with various teams within the Commission to gather information concerning required functionality and suitability to meet the changing needs of the Commission. A preliminary tender document has been drafted to initiate the procurement process for a data system and is under current review. Research is concurrently being undertaken as a preparatory measure should the need arise to extend the utilisation of the current system beyond its support cycle.

The FRC has noted the protection of our sensitive information assets as a challenge over the next four years of the Strategic Plan. An upgrade to our CRM and infrastructure will be a significant project for the Commission but will help us to effectively meet this challenge.

Youth crime and the Childrens Court 'trigger'

Media stories about the volume and severity of youth crime have been prevalent over the past year. As has been noted in each of the Community operations reports, the Local Commissioners in FRC communities like much of the wider Queensland community, have grave concerns for the trajectory of young people committing crime and the impacts of these crimes on the vulnerable members of their communities.

The Local Commissioners cite disengagement from school, lack of access to appropriate bridging programs, insufficient job-readiness training and vocational education and ineffective interactions with the criminal justice system as reasons for the apparent increase in youth crime in communities.

Local Commissioners and Local Registry Coordinators continue to work with schools, support services, police and youth justice to support young people and their families to make changes to the many factors which impact on antisocial and offending behaviour. However, allowing the FRC to begin receiving Childrens Court notices again could make a significant difference in tackling the complex causes of youth crime in FRC communities.

Challenges and outlook

The Commission has made a number of representations to the Queensland State Government and to the FR Board on ‘reinstating’ the Childrens Court trigger.

It is of course a matter for the Queensland Government to amend relevant legislation in order to restore the ability of the FRC to receive the Childrens Court trigger as intended by the FRC Act. However, in the context of what is a significant challenge and also a great opportunity to make a real impact on the trajectory of young people in FRC communities, those representations are worth repeating in this report.

The benefits to the communities within the FRC’s jurisdiction should the Commission be able to recommence conference in relation to the Childrens Court trigger include:

- the opportunity to facilitate greater parental/carer responsibility for the young person’s offending
- supporting the child within a legislative framework which can mandate the provision of support services to assist the family and divert the child from a future of court interactions and juvenile detention.

The FRC would be able to provide a holistic and family intervention which is lacking in other jurisdictions where parents are not mandated to shoulder responsibility for their children’s offending behaviour. Until legislative amendments are made to restore the FRC’s ability to receive Childrens Court notices the Commission will continue to work with partners in community, support evidence-based interventions for disengaged young people and promote employability skills training.

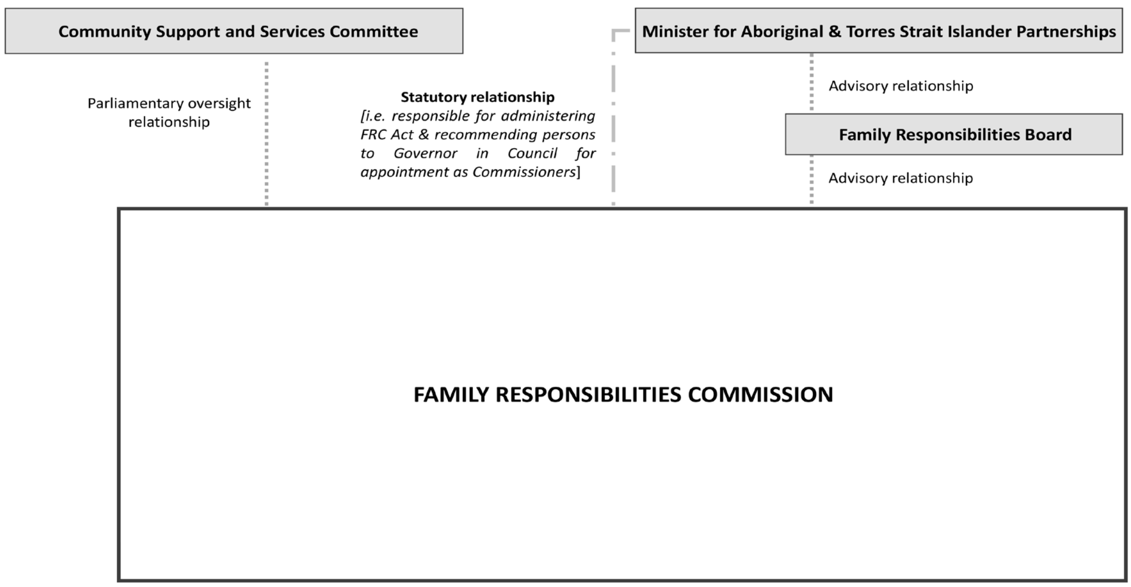
Governance

Ministerial portfolio

For the period 1 July 2022 to 17 May 2023 the Minister responsible for administering the FRC Act was the Honourable Craig Crawford MP, the then Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships. On 18 May 2023 the Honourable Leeanne Enoch MP was sworn in as Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts and assumed responsibility for the FRC Act's administration.

External governance

The FRC, as an independent statutory authority, falls under the umbrella of DTATSIPCA. The Commissioner, Deputy Commissioner and Local Commissioners are appointed by the Governor in Council under recommendation by the Minister for Treaty, Minister for Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts[1]. The Minister and FR Board have advisory relationships to the Commissioner.



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.

1. In the diagram above the FRC has maintained the title for our Minister as the "Minister for Aboriginal & Torres Strait Islander Partnerships" as this was the title in 2022-23 until May 2023.

Governance

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.

The FR Board members as at 30 June 2023 were:

Mr Bob Gee	Director-General, Department of Agriculture and Fisheries (DAF) as the Chair
Ms Jody Broun	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
13 October 2022	1 William Street, Brisbane	Mr Bob Gee (Chair), Director-General DAF; Ms Jody Broun CEO, NIAA; Mr Noel Pearson, Founder, CYI.
28 March 2023	Level 8, 111 George St, Brisbane	Mr Bob Gee (Chair), Director-General DAF; Ms Jody Broun, 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 (Corporate). 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
- 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
    - 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 2022-23 year.

Queensland public service values

Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy

Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency

Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries

Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Unleash potential

- 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 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 Commissioner, Deputy Commissioner, and the Local Commissioners – who are appointed by Governor in Council – staff of the Commission were employed under the *Public Service Act 2008*, and effective from 1 March 2023, under the *Public Sector Act 2022*. 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, Conflict of Interest 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 Sector Act 2022*, 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 five FRC communities conduct Code of Conduct training for the Local Commissioners on an annual basis. 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. 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 was reviewed during the last six months of this financial year in consultation with the EMT, registry staff and Local Commissioners. The Strategic Plan 2023-27 was published on the FRC website from 1 July 2023.

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 mandatory annual online training through iLearn, the Learning Management System for DTATSIPCA in regard to the legislative requirements of the *Human Rights Act 2019*.

The Commission's complaints management policies 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
- 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 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 (Corporate) 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 CRM system for quality assurance purposes. These audits were undertaken to assist in maintaining the integrity of our underlying data used for 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 Queensland Parliament's Community Support and Services Committee has oversight responsibility for the FRC, as established by Schedule 6 of the Standing Rules and Orders of the Queensland Legislative Assembly (Standing Orders).

Under the Standing Orders (SO194A), the committee's functions with respect to the FRC are to:

- monitor and review the FRC's performance of its functions
- report to the Assembly on any matter concerning the FRC, its functions or the performance of its functions that the committee considers should be drawn to the Assembly's attention
- examine each annual report tabled in the Assembly under the FRC Act and, if appropriate, comment on any aspect of the report
- report to the Assembly any changes to the functions, structures and procedures of the FRC that the committee considers desirable for the more effective operation of the FRC or of the FRC Act.

The committee does not have the power to reconsider a decision or finding of the FRC. The committee does not act as an appeal body in respect of decisions made by the FRC.

On 27 March 2023, by invitation, Commissioner Williams, Registrar Maxine McLeod and Executive Officer (Corporate) Tracey Paterson appeared at a Public Briefing of the Community Support and Services Committee of the Queensland State Parliament. 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 in the Commission's Annual Report 2021-22 tabled in the Queensland Parliament on 13 March 2023
- the MoU for funding and the impact of successive short-term funding agreements on the Commission's operations
- the importance of operationalising the Childrens Court trigger in the FRC Act
- school attendance data
- the success of VIM.

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. All information security implementation complies with the Australian Cyber Security Centre's 'essential eight cyber security strategies' and the Queensland Government Information Security Policy (IS18:2018), where the focus is primarily on the prevention of unauthorised access, non-compliance, leakage, data disclosure and damage caused through malware or virus infiltrations.

The Commission's 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. Commission employees are required to complete annual online information security training in order to protect the integrity of our systems.

Recognising the growing need and complexity of ICT systems and support, the FRC has taken crucial steps to address these demands. As part of this strategic response an ICT Support Officer has been employed to enhance the capabilities of the ICT Administrator. This new addition is expected to provide ongoing support for daily operations, while also assisting with the execution of several large upcoming projects. The expanded ICT team is well-positioned to support the FRC's objectives and deliver exceptional results.

Various projects were undertaken by our ICT team during the reporting period.

- To address the challenges posed by key software systems nearing their end of life the ICT team has undertaken projects to bring these systems into compliance with current standards. These updates are being carefully managed to ensure that the daily operations of the FRC are not affected. Once completed, these updates will provide a compliant and robust system that supports the FRC's needs.
- In the remote communities of Aurukun, Doomadgee, and Hope Vale, the discontinuation of vital telecommunication infrastructure presented a significant challenge. The FRC's ICT team responded swiftly, implementing new telecommunications infrastructure that not only matched the capabilities of the previous systems but also exceeded them in terms of speed and reliability.

In response to the growing concern nationally in regard to data breaches, particularly given the sensitive nature of the data held by the Commission, a detailed Data Breach Response Plan has been drafted, approved and adopted by the EMT. The Data Breach Response Plan provides the Commission with clear direction on steps to undertake in the event of a data breach while simultaneously ensuring compliance with regulatory bodies such as the Office of the Information Commissioner and the Office of the Australian Information Commissioner.

The Commission can report that no breaches of information security have occurred to date, and no records have been lost due to disaster or other occurrences.

The Commission complies with recordkeeping practices in accordance with section 141 of the FRC Act, the *Public Records Act 2002* and 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 2023 the Commission had an employee establishment of 20 positions occupied by 19.0 full-time equivalent (FTE) staff members.

Additionally, the Commission employs 37 Indigenous Local Commissioners on a fee for service basis 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 Commissioner to perform her functions under section 24 of the FRC Act as needed. 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 Commissioner as CEO, but excluding the Local Commissioners and Deputy Commissioner.

Gender

Gender	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Woman	16	80.00
Man	<5	20.00
Non-binary	0	0

Diversity target group data

Diversity groups	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Women	16	80.00
Aboriginal Peoples and Torres Strait Islander Peoples	<5	15.00
People with disability	0	0
Culturally and Linguistically Diverse – Speak a language at home other than English[2]	<5	5.00

2. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Target group data for Women in Leadership Roles

	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Senior Officers (Classified and s122 equivalent combined)	<5	5.00
Senior Executive Service and Chief Executives (Classified and s122 equivalent combined)	<5	5.00

The Commission conducts all recruitment and selection processes in accordance with the requirements of the *Public Service Act 2008*, (effective from 1 March 2023) the new *Public Sector Act 2022* 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.

The Commission is committed to both maximising permanent employment as reflected in the *State Government Entities Certified Agreement 2019* and relevant PSC directives, and maximising employment security as reflected in the whole of government Employment Security Policy.

During the period 1 July 2022 to 30 June 2023 no redundancy, early retirement or retrenchment packages were paid during the period.

Performance management

To facilitate employee development, each manager is instructed to enter into a Performance and Development Agreement with the employees in their team. The Performance and Development Agreement is linked to the Commission's strategic objectives and forms part of a broad system of human resource management processes including induction and compulsory online training. 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.

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 an annual training week during which the Local Commissioners will receive professional training in occupational violence and aggression de-escalation techniques, a workshop on domestic and family violence and information from experts in understanding trauma informed approaches to deal effectively with traumatic events experienced by clients
- 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 2022-23 employee professional development, training, and workshops cost $18,437 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.

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. In 2022-23 the Commission did not incur any overseas travel expenditure. For consultancies, refer to the Queensland Government Open Data website at https://data.qld.gov.au.

Publications by the Commission during 2022-23

1. Annual Report 2021-2022
2. Quarterly Reports 56 - 58 (April 2022 to December 2022)

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

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 2022-23 and a comparison to 2021-22. A comprehensive set of 2022-23 financial statements covering all aspects of the Commission's activities commences on page 78.

Our overall performance

Table 10: Summary of financial performance

Summary statement	30 Jun 2023	30 Jun 2022
	$000	$000
Income	4,450	4,245
Less: expenses	4,299	3,964
Operating surplus	151	281

Income

Table 11: Summary of income by type

Income by type	30 Jun 2023	30 Jun 2022
	$000	$000
State Government funding	2,489	2,418
Australian Government funding	1,800	1,800
Interest income	160	25
Other income	1	2
Total	**4,450**	**4,245**

The increase in State Government funding is the application of a CPI increase. Interest income earned on cash at bank balance increased year on year by $135K due to higher interest rates in 2022-23.

Expenses

Table 12: Summary of expenses by type

Expenses by type	30 Jun 2023	30 Jun 2022
	$000	$000
Employee expenses	3,063	2,967
Supplies and services	1,129	910
Depreciation and amortisation	53	40
Finance/borrowing costs	7	3
Other expenses	47	44
Total	**4,299**	**3,964**

Employee expenses represented 71 percent of the total expenditure in 2022-23 compared to 75 percent in 2021-22 even though there was an increase in employee expenses from $2,967,000 in 2021-22 to $3,063,000 in 2022-23 (an increase of 3 percent from the prior year). This is attributable to the appointment of an IT Support officer as well as a wage increase applied in September 2022. Offsetting the cost were vacancies in the second half of the year and savings made on payroll tax due to the Commission no longer being a grouped entity for payroll tax purposes.

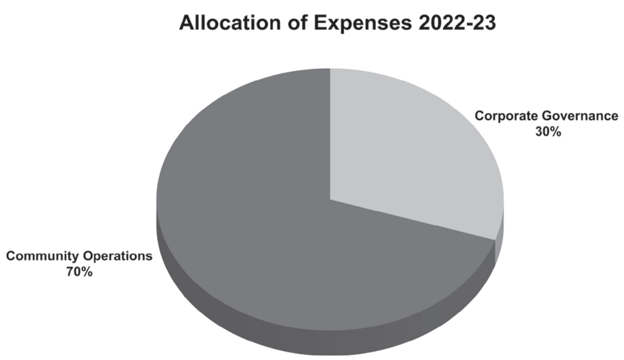
Increase in supplies and services relates to engaging temporary employment services to fill vacancies throughout the year, such as an ICT Administrator and an Executive Officer (Corporate). The Commission's property costs have increased due to the Department of Energy and Public Works, who manage the Aurukun staff accommodation, starting to charge rent in the 2022-23 financial year.

The expenditure of the FRC can be categorised as follows:

- **Community operations** – further broken down into:
- **On-the-ground community operational expenses** including the operational expenses 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 and agreements.

- **Support and facilitation expenses** including costs associated with facilitating the holding of conferences and hearings in the five communities, providing support to the Local Commissioners and Local Registry Coordinators to hold conferences and hearings, assisting with the on-going monitoring of case plans for clients through the provision of data and other information and processing income management orders and agreements.
- **Corporate governance** includes finance, statistical reporting, corporate governance, compliance, training and other administrative functions to ensure the effective and efficient operations of the Commission.

The allocation of the FRC's costs in 2022-23 based on the above was:



Graph 12: Allocation of expenses
1 July 2022 – 30 June 2023

These FRC expenses can be further categorised as front-line and non-frontline in accordance with the Queensland Public Service Commission definitions.

Community operations and conference facilitation expense are frontline expenses and are conducted on-the-ground in community by Local Registry Coordinators and Local Commissioners, and in the Cairns registry office to support the holding of FRC conferences and hearings across the five communities.

The Local Commissioners are paid sessional fees per Level 3 Adjudication and determination in accordance with the *Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies*. When engaged, the Local Commissioners could be holding conferences and/ or hearings, serving notices, attending meetings or undertaking professional development.

The work undertaken by the CM&M team in the Cairns registry includes duties which are undertaken to support conference prioritisation and scheduling and preparation of client records for consideration by the Local Commissioners, processing decisions made and preparing and monitoring case plans and/ or income management orders and agreements. This work is essential to support the Local Commissioners when conferencing which is central to the FRC's role and could not be efficiently or easily undertaken in the communities themselves.

For 2022-23 **70 percent of FRC expenses were utilised to support frontline operations**, whilst 30 percent supported corporate governance.

Our position

Total assets as at 30 June 2023 consisted of current assets of cash, prepayments and receivables in addition to non-current right-of-use assets.

Total liabilities as at 30 June 2023 consisted of payables, accrued employee benefits and lease liabilities.

Table 13: Statement of financial position

Statement of financial position	30 Jun 2023	30 Jun 2022
	$000	$000
Total assets	4,026	3,960
Total liabilities	**346**	**431**
Net assets	3,680	3,529
Total equity	**3,680**	**3,529**

Financial Statements

For the Year Ended 30 June 2023

Financial Statements

For the year ended 30 June 2023

Contents

Statement of Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 $000	2022 $000
Income from continuing operations			
Grants and other contributions	**2**	4,289	4,218
Interest income		160	25
Other income		1	2
Total income from continuing operations		4,450	4,245
Expenses from continuing operations			
Employee expenses	**3**	3,063	2,967
Supplies and services	**4**	1,129	910
Depreciation and amortisation	**5**	53	40
Finance/borrowing costs	**9**	7	3
Other expenses	**6**	47	44
Total expenses from continuing operations		4,299	3,964
Operating result from continuing operations		151	281
Total other comprehensive income		-	-
Total comprehensive income		151	281

Statement of Changes in Equity

For the year ended 30 June 2023

	Accumulated surplus $000
Balance as at 1 July 2021	3,248
Operating result from continuing operations	281
Total comprehensive income	3,529
Balance as at 30 June 2022	3,529
Balance as at 1 July 2022	3,529
Operating result from continuing operations	151
Total comprehensive income	3,680
Balance as at 30 June 2023	3,680

Statement of Financial Position
As at 30 June 2023

	Notes	2023 $000	2022 $000
Current assets			
Cash and cash equivalents	**7**	3,772	3,807
Receivables	**8**	118	27
Other current assets		120	78
Total current assets		4,010	3,912
Non-current assets			
Plant and equipment		-	2
Right-of-use assets	**9**	16	46
Total non-current assets		16	48
Total assets		4,026	3,960
Current liabilities			
Payables	**10**	159	190
Accrued employee benefits	**11**	167	193
Lease liabilities	**9**	13	48
Total current liabilities		339	431
Non-current liabilities			
Lease liabilities	**9**	7	-
Total non-current liabilities		7	-
Total liabilities		346	431
Net assets		3,680	3,529
Equity			
Accumulated surplus		3,680	3,529
Total equity		3,680	3,529

The accompanying notes form part of these statements.

Statement of Cash Flows
For the year ended 30 June 2023

	Notes	2023 $000	2022 $000
Cash flows from operating activities			
Inflows:			
Grants and other contributions		4,289	4,218
Interest receipts		149	23
Other receipts		1	1
GST input tax credits from ATO		100	94
Outflows:			
Payments to suppliers and employees		(4,518)	(4,029)
Net cash provided by operating activities		21	307
Cash flows from financing activities			
Outflows:			
Lease payments		(56)	(41)
Net cash used in financing activities		(56)	(41)
Net increase in cash held		(35)	266
Cash at beginning of financial year		3,807	3,541
Cash at end of financial year	7	3,772	3,807

The accompanying notes form part of these statements.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 1 – Basis of financial statement preparation

(a) General information about the reporting entity

The Commission is an independent statutory body established under the *Family Responsibilities Commission Act 2008* ("the Act"). The Commission does not have any controlled entities.

The objectives of the Commission as set out in the Act are:

(i) to support the restoration of socially responsible standards of behaviour and local authority in welfare reform community areas; and

(ii) 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.

The head office and principal place of business of the Commission is Level 3, Cairns Commonwealth Centre, 107 Lake Street, Cairns QLD 4870.

(b) Authorisation of financial statements for issue

The financial statements are authorised for issue by the Commissioner and Executive Officer (Finance) at the date of signing the Management Certificate.

(c) Compliance with prescribed requirements

The Commission is a Statutory Body under the *Financial Accountability Act 2009* and the *Statutory Bodies Financial Arrangements Act 1982* and these financial statements have been prepared in accordance with section 39 of the *Financial and Performance Management Standard 2019*.

The Commission is a not-for-profit entity. These general purpose financial statements are prepared in accordance with Australian Accounting Standards – Simplified Disclosures. These financial statements comply with the recognition and measurement requirements of all Australian Accounting Standards and interpretations applicable to not-for-profit entities, and the presentation requirements in those standards as modified by AASB 1060.

(d) Underlying measurement basis

The financial statements are prepared on an accrual basis (with the exception of the statement of cash flows which is prepared on a cash basis).

The historical cost convention is used as the measurement basis.

(e) Presentation matters

Currency and rounding – Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest $1,000 or, where that amount is $499 or less, to zero, unless disclosure of the full amount is specifically required.

Comparatives – Comparative information reflects the audited 2021-22 financial statements.

Current / Non-current classification – Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Commission does not have an unconditional right to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

Note 1 – Basis of financial statement preparation (continued)

(f) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Accruals for employee benefits is an area where some estimates and judgements are applied, further details are included in Note 12. Management is not aware of any further assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

(g) Taxation

The Commission is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

(h) Insurance

The Commission's risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. In addition, the Commission pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(i) Economic dependency and going concern

The financial statements have been prepared on a going concern basis, which contemplates continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business.

The Commission is a not-for-profit entity and is reliant on government funding in order to continue its operations.

In the 2022-23 year a review of the Commission (known as the Future Directions Review) was undertaken by the Queensland Government. Following this review, although the outcome of the findings remains unknown, the Australian and Queensland Governments entered into a Memorandum of Understanding (MOU) on 9 August 2023 to ensure the Commission continues to service its operations at full operational capacity for a fixed period of three years from 1 July 2023 to 30 June 2026. Through this memorandum the Queensland Government committed to contribute approximately $7.929 million in funding over 2023-24, 2024-25 and 2025-26 years and the Australian Government committed to contribute a total of $6.182 million over the same three-year period.

Governor-in-Council approved the reappointments of the Commissioner, Deputy Commissioner and Local Commissioners on 29 June 2023 for the period 1 July 2023 through to 30 June 2026.

Note 1 – Basis of financial statement preparation (continued)

(i) Economic dependency and going concern (continued)

The MOU provides the Commission with necessary funding to continue operation for the foreseeable future and therefore it is appropriate to prepare the financial statements on a going concern basis.

(j) New and revised accounting standards

First time mandatory application of Australian Accounting Standards and Interpretations

There are no new accounting standards applicable for the first time in 2022-23 for the Commission.

Changes in significant accounting policies

There are no significant changes in accounting policies in 2022-23 for the Commission.

Other Accounting Standards changes

No accounting pronouncements were early adopted in the 2022-23 financial year.

No voluntary changes in accounting policies occurred during the 2022-23 financial year.

Note 2 – Grants and other contributions

	2023 $000	2022 $000
Grants and other contributions		
Queensland Government grants	2,489	2,418
Australian Government grants	1,800	1,800
Total	4,289	4,218

Accounting policy
Grants and contributions arise from transactions that are non-reciprocal in nature (i.e. do not require any goods or services to be provided in return).

Where a grant agreement is enforceable and contains sufficiently specific performance obligations for the Commission to transfer goods and services to a third-party on the grantor's behalf, the grant would be accounted for under AASB 15 *Revenue from Contracts with Customers.* In this case, revenue is initially deferred as unearned revenue (contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant or contribution is accounted for under AASB 1058 *Income of Not-for-Profit* Entities, whereby revenue is recognised in the year in which the Commission obtains control over them.

Disclosure – Grants and other contributions

Australian and Queensland Government Grants – recognised upfront
The Commission received a total of $4.289 million in respect of its operations for the 2022-23 year. This funding has been recognised in these financial statements as revenue on receipt under AASB 1058 as the Commission's obligations are not sufficiently specific. The grant funds received are to be used to fund the operations of the Commission. Specifically, the operations of the Commission are to support welfare reform community members to restore socially responsible standards of behaviour, local authority and wellbeing for themselves and their families. A welfare reform community is prescribed by regulation. The Commission has full discretion as to how and when it conducts these operations during the financial year.

Notes to the Financial Statements
For the year ended 30 June 2023

Note 3 – Employee expenses

	2023 $000	2022 $000
Employee benefits		
Wages and salaries	2,347	2,271
Recreation leave expense	236	215
Employer superannuation contributions	300	281
Long service leave levy	50	53
Employee related expenses		
Workers' compensation premium	20	15
Payroll tax and fringe benefits tax	81	117
Other employee related expenses	29	15
Total	3,063	2,967

Disclosure – Employee numbers
The number of employees including full-time, part-time and casual employees measured on a full-time equivalent basis:

	2023	2022
Number of employees:	16	15

Accounting policies

Employer superannuation contributions and long service leave levies are regarded as employee benefits.

Payroll tax and workers' compensation insurance are a consequence of employing employees but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Other employee benefits –sick leave

Prior history indicates that on average, sick leave taken in each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Note 3 – Employee expenses (continued)

Accounting policies (continued)

Employer superannuation contributions

Superannuation benefits are provided through defined contribution (accumulation) plans in accordance with the employee's conditions of employment and employee instructions as to superannuation plan (where applicable). Employer contributions are based on rates specified under conditions of employment and are expensed when they become payable at the end of each fortnightly pay period.

Termination benefits

Termination benefits expense represent cash payments made to employees who accepted voluntary redundancies during the year.

Note 4 – Supplies and services

	2023	2022
	$000	$000
Agency and temporary employment services	217	19
Communications	16	14
Internet and IT	245	238
Materials and running costs	179	195
Fleet vehicle expenses	36	39
Office accommodation	130	125
Employee housing	43	8
Lease expenses	16	42
Staff travel	247	230
Total	1,129	910

Accounting policy – leases

Lease expenses include lease rentals for short-term leases and leases of low value assets. Short term and low value lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

Short term and low value leases are entered into as a means of acquiring access to office and staff accommodation, storage facilities and motor vehicles. Current lease terms at year end range from 1 month to 1 year. On conclusion of the lease terms, the lease terms are renegotiated on an as needs basis having regard to the going concern uncertainty referred to in Note 1(i).

Lease payments are generally fixed but some agreements include annual escalation clauses for predetermined percentages or the Consumer Price Index (CPI) changes upon which future year rentals are determined.

Refer to Note 10 for breakdown of lease expenses and other lease disclosures.

Note 5 – Depreciation and amortisation

	Notes	2023 $000	2022 $000
Depreciation - plant and equipment	**9**	2	2
Depreciation - right-of-use assets	**10**	51	38
Total		53	40

Accounting policies

Depreciation

Plant and equipment is depreciated on a straight-line basis so as to allocate the net cost of each asset progressively over its estimated useful life to the Commission. The estimation of the useful lives of assets is based on historical experience with similar assets.

Reassessments of useful lives are undertaken annually by the Commission. Any consequential adjustments to remaining useful life estimates are implemented prospectively. Where the estimated useful life of the asset is greater than the estimated remaining funded life of the Commission, the lesser of the two has been deemed the useful life.

For each class of asset the following rates are used:

Plant and equipment 20 - 50%

Note 6 – Other expenses

	2023 $000	2022 $000
Queensland Audit Office – external audit fees (1)	31	30
Insurance premiums - QGIF	16	14
Total	47	44

(1) Total audit fees due to the Queensland Audit Office relating to the 2022-23 financial year are estimated to be $31,500 (2021-22: $30,000). There are no non-audit services included in this amount.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 7 – Cash and cash equivalents

	2023 $000	2022 $000
Cash at bank	3,772	3,807
Total	3,772	3,807

Interest earned on cash held with the Commonwealth Bank was between 0.95% to 4.20% in 2022-23 (between 0.10% to 1.85% in 2021-22).

Accounting policy

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions.

Note 8 – Receivables

	2023 $000	2022 $000
Sundry Debtors	79	10
GST Receivable	24	13
Interest Receivable	15	4
Total	118	27

Accounting policy

Trade debtors are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically and if there is objective evidence that the Commission will not be able to collect all amounts due, the carrying amount is reduced for impairment. No allowance for impairment has been made as at balance date. All known bad debts were written off at year end.

Note 9 – Right-of-use assets and lease liabilities

	Buildings $000	Plant and equipment $000	Total $000
Right-of-use assets			
Opening balance at 1 July 2022	44	2	46
Additions	19	2	21
Depreciation charge	(49)	(2)	(51)
Closing balance at 30 June 2023	14	2	16

	Buildings $000	Plant and equipment $000	Total $000
Right-of-use assets			
Opening balance at 1 July 2021	35	4	39
Additions	45	-	45
Depreciation charge	(36)	(2)	(38)
Closing balance at 30 June 2022	44	2	46

	2023 $000	2022 $000
Lease liabilities		
Current	13	48
Non-current	7	-
Total	20	48

Accounting policy - Leases
Right-of-use assets are measured at cost on initial recognition and measured at cost subsequently.

The Commission has elected not to recognise right-of-use assets and lease liabilities from short-term leases and leases of low value assets (<$10,000 when new). The lease payments are recognised as expenses on a straight-line basis over the lease term. Refer to Note 4 for disclosure of these expenses.

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the Commission is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability are only comprised of fixed payments that would be payable during the lease term.

The Commission uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined. To determine the incremental borrowing rate, the Commission uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and lease term.

Note 9 –Right-of-use assets and lease liabilities (continued)

Disclosures - Leases	**2023**	**2022**
	$000	**$000**
(i) Amounts recognised in profit and loss		
Interest expense on lease liabilities	7	3
Breakdown of ‘lease expenses’ included in Note 4		
- Expenses relating to short-term leases	16	42
(ii) Total cash outflows for leases	56	41

(iii) Details of leasing arrangements

Buildings
The Commission has various leases for both office accommodation and employee housing accommodation in addition to separate arrangements with the Department of Energy and Public Works (DEPW).

One of these leases is considered to be a short-term lease.

Second lease was previously considered right-of-use asset with corresponding lease liabilities and was remeasured with adjustments made to the right-of-use asset and lease liability required.

Two leases were previously considered right-of-use assets with corresponding lease liabilities. Both leases expired on 30 June 2023 and as new leases were not renegotiated prior to year-end, the right-of-use assets were fully depreciated. The Commission is currently occupying those premises on month-on-month basis and the arrangements are considered short-term leases.

The remaining lease was previously recognised as having a term of thirteen (13) months and accordingly right-of-use asset and corresponding lease liability were recorded. The same lease was reassessed at 30 June 2023 as having a term of thirty six (36) months until 31 December 2024.

Plant and Equipment
The Commission also leases plant and equipment under an agreement of 2 years.

(iv) Office accommodation, employee housing and motor vehicles

The Department of Energy and Public Works (DEPW) provides the Commission with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than leases because DEPW has substantive substitution rights over the assets. The related service expenses are included in Note 4.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 9 – Right-of-use assets and lease liabilities (continued)

(v) Lease Liability Maturity

Undiscounted future lease payments included in the lease liability are as follows:

	2023	2022
	$000	$000
Not later than one year	13	54
Later than one year and no later than five years	7	-
Total	20	54

Note 10 – Payables

	2023	2022
	$000	$000
Trade creditors	98	94
Other payables	61	96
Total	159	190

Accounting policy

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, net of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Note 11 – Accrued employee benefits

	2023	2022
	$000	$000
Salary and wage related	8	13
Recreation leave	159	180
Total	167	193

Accounting policies

Other long-term employee benefits – annual and long service leave

Annual Leave

Annual leave liabilities are classified and measured as other long-term employee benefits and are presented as current liabilities as the Commission does not have an unconditional right to defer payment for at least 12 months after the end of the reporting period.

Notes to the Financial Statements
For the year ended 30 June 2023

Note 11 – Accrued employee benefits (continued)

Long Service Leave

Under the Queensland Government's long service leave scheme, a levy is made on the Commission to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the Commission's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Note 12 – Commitments

There are no commitments known to the Commission as at 30 June 2023 which would give rise to the disclosure of any commitments.

Note 13 – Contingencies

The Commission is aware of two matters that could potentially give rise to future obligations.

In November 2021 CITEC was engaged to provide the Commission an ICT service. On 15 August 2023 the Commission was made aware the price quoted and accepted was a quoting error. The Commission believes it has a legally binding and enforceable contract at the original contract price and does not intend to assume or pay any debt it is not required to under law. Should the Commission be liable to pay the additional cost, the liability would be approximately $45,000 at 30 June 2023.

The second matter currently under investigation are the remuneration obligations towards the Commissioner as head of the Commission from her first appointment on 2 September 2019. Should the Commission be liable to pay superannuation contributions and leave loading benefits applicable to chief executives of statutory entities rather than those under the Judicial Remuneration Act 2007, the additional liability would be approximately $65,000 at 30 June 2023.

Note 14 – Events occurring after balance date

Other than the Memorandum of Understanding entered with Queensland and Australian Governments 9 August 2023 as disclosed in note 1(f) there were no other significant events after the balance date.

Notes to the Financial Statements
For the year ended 30 June 2023

Note 15 – Financial instruments

	Notes	2023 $000	2022 $000
Financial assets			
Cash and cash equivalents	**7**	3,772	3,807
Receivables and other current assets at amortised cost (excluding prepayments)		123	35
Total		3,895	3,842
Financial liabilities			
Payables	**11**	159	190
Total		159	190

Accounting policy

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Commission becomes a party to the contractual provisions of the financial instrument.

Note 16 – Key management personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the Commission during 2022-23 and 2021-22.

Position	Responsibilities	Contract classification and appointment authority	Appointment Details
Commissioner	The Commissioner is responsible for ensuring the efficient and quick discharge of the Commission's business, ensuring the Local Commissioners and the staff of the registry receive regular and appropriate training, preparing the annual report, making the Commission guidelines and carrying out the activities the Commissioner reasonably considers necessary to achieve the objects, as per the *Family Responsibilities Commission Act 2008*.	Commissioner, Governor in Council under the *Family Responsibilities Commission Act 2008*	2 September 2019 Current appointment term expires 30 June 2026.

Remuneration

The Commissioner's remuneration is set by the Governor in Council as provided for under the *Family Responsibilities Commission Act 2008*.

An increase of 2% effective from 1 July 2022, based on magistrate level remuneration under the Judicial Remuneration Act 2007, was applied in the 2022-23 year.

Notes to the Financial Statements

For the year ended 30 June 2023

Note 16 – Key management personnel (continued)

Remuneration packages for key management personnel comprise the following components:

- Short term employee benefits which include base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the statement of comprehensive income.
- Long term employee benefits include long service leave accrued.
- Post employment benefits include superannuation contributions.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

2022-23

Position	Short term employee expenses	Long term employee expenses	Post employ-ment expenses	Termination benefits	Total expenses
	$000	$000	$000	$000	$000
Commissioner	423	11	41	-	475

2021-22

Position	Short term employee expenses	Long term employee expenses	Post employ-ment expenses	Termination benefits	Total expenses
	$000	$000	$000	$000	$000
Commissioner	390	10	36	-	436

Performance payments

No performance payments are available or made to any key management personnel.

Note 17 – Related party transactions

The Commission did not transact with any people or entities related to its key management personnel during the year.

Management Certificate
of the Family Responsibilities Commission

These general purpose financial statements have been prepared pursuant to section 62(1)(a) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62 (1) (b) of the Act we certify that in our opinion:

(a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Family Responsibilities Commission for the financial year ended 30 June 2023 and of the financial position of the Commission at the end of that year.

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

ZFishwick

Tammy Naomi Williams	**Zuzana Fishwick CA**
Commissioner	Executive Officer (Finance)
Family Responsibilities Commission	Family Responsibilities Commission
Date: 24 August 2023	Date: 24 August 2023

Queensland Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Commissioner of the Family Responsibilities Commission

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Family Responsibilities Commission.

In my opinion, the financial report:

a) gives a true and fair view of the entity's financial position as at 30 June 2023, and its financial performance and cash flows for the year then ended

b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the entity for the financial report

The Commissioner is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Comissioner determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Commissioner is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Queensland Audit Office
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Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of forming an opinion on the effectiveness of the entity's internal controls, but allows me to form an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commissioner regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Queensland
Audit Office
Better public services

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.

28 August 2023

Jacqueline Thornley
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

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Appendix A – Strategic Plan 2018-23

2018 - 2023 FRC STRATEGIC PLAN

Family Responsibilities Commission

OUR VISION

Vibrant welfare reform communities that are responsible, healthy, safe and sustainable.

OUR PURPOSE

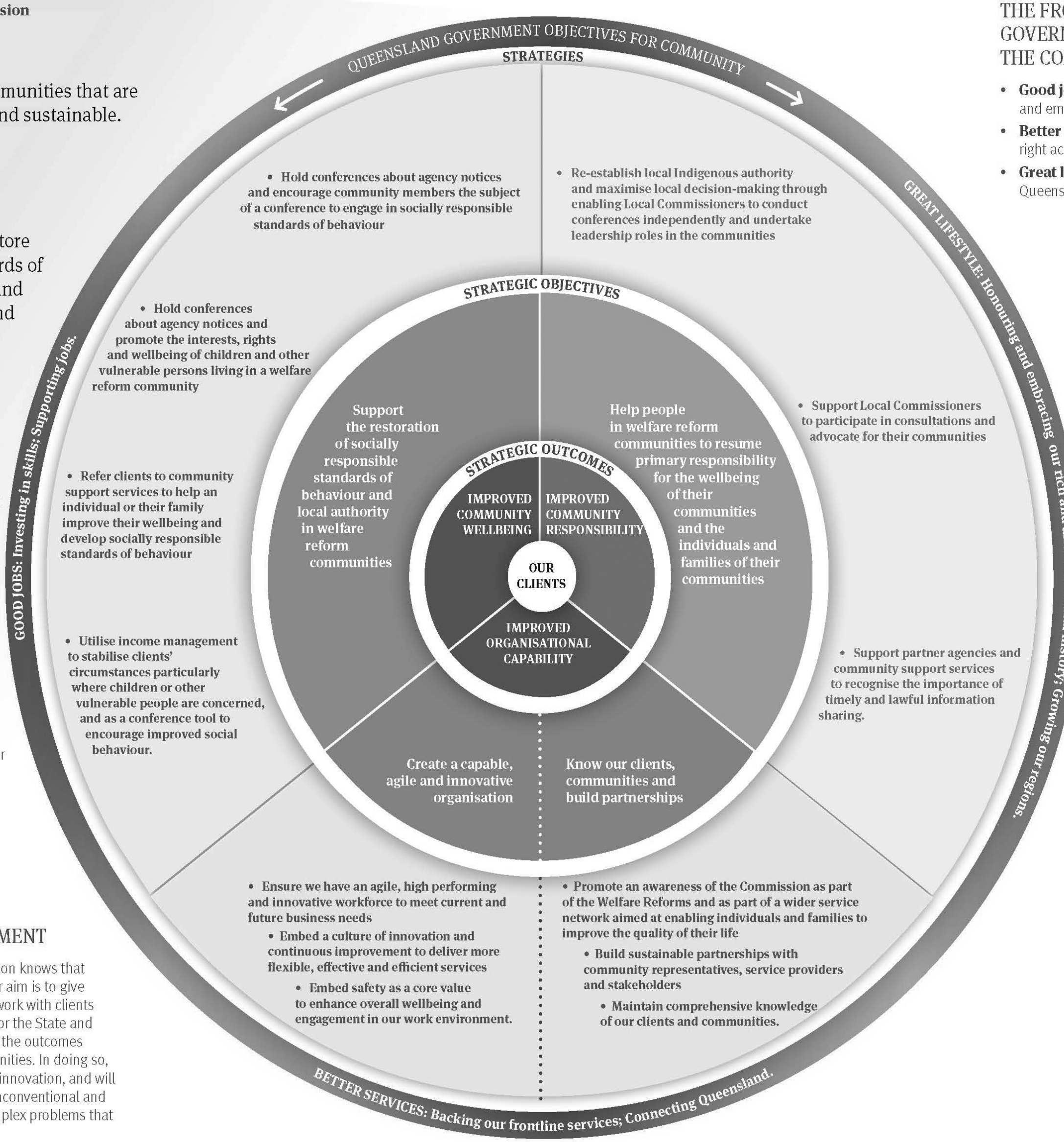
Supporting welfare reform community members to restore socially responsible standards of behaviour, local authority and wellbeing for themselves and their families.

OUR VALUES

- **Safety:** We value the right of everyone to live in safe communities.
- **Respect:** We believe that respect for oneself builds the foundation for wellbeing.
- **Ownership:** We are committed to encouraging communities to take ownership of their present and future.
- **Innovation:** We actively seek and encourage creative ideas to build the potential for lasting change.
- **Empowerment:** We are committed to empowering people to take the initiative to reform their communities and build their own direction and future.
- **Diversity:** We are passionate about respecting the diversity and cultural richness of the communities.

SERVICE CHARTER STATEMENT

The Family Responsibilities Commission knows that you value good customer service. Our aim is to give you the best service we can. We will work with clients and stakeholders to deliver outputs for the State and Australian Governments that achieve the outcomes sought for the welfare reform communities. In doing so, we will nurture a spirit of inquiry and innovation, and will embrace the challenge of sourcing unconventional and creative solutions to address the complex problems that confront our communities.



THE FRC SUPPORTS THE GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY:

- **Good jobs:** Good, secure jobs in our traditional and emerging industries
- **Better services:** Deliver even better services right across Queensland
- **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow.

KEY PERFORMANCE INDICATORS

- **Percentage of conferences attended**
- **Conference outcomes by agreement.**

- **Training and development provided to the Local Commissioners**
- **Percentage of conferences conducted independently by Local Commissioners.**

Create a capable, agile and innovative organisation

- **Continuous improvement projects completed**
- **Performance against budget allocation**
- **Positive safety culture**
- **Healthy and engaged staff**
- **Internal audit recommendations implemented and reflected in system processes.**

Know our clients, communities and build partnerships

- **Participation in external governance groups**
- **Awareness raising sessions conducted**
- **Enhanced reporting frameworks developed and maintained.**

Queensland Government

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**
Focus on the child	**Best interests of children** s5(1): The FRC Act is to be administered under the principle that the wellbeing and best interests of a child are paramount. 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.
Empower Aboriginal and Torres Strait Islander parents, families and communities	**Early intervention and local authority** 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. s5(2)(a)(i) & (iii): The Commission should deal with matters in a way that facilitates early intervention…and makes appropriate use of community support services. s5(2)(c): Aboriginal tradition and Island custom must be taken into account in matters involving Aboriginal people or Torres Strait Islanders.
Enable self-determination	**Local authority and decision-making** s50: Constitution of commission for conferences requires Local Commissioners appointed for the welfare reform community area from where the client lives or lived. 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. The decision-making power of the FRC at conference is held by Aboriginal Commissioners.

Appendix B continued

Our Way Strategy Enablers and Building Blocks	*Family Responsibilities Commission Act 2008* Objects and Principles
Set high expectations and positive norms	**Socially responsible standards of behaviour** 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. s4(2)(b) The objects are to be achieved mainly by establishing the FRC… to deal with matters in a way that: (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.

Appendix C – Biographies of Commissioners and the Registrar

Family Responsibilities Commissioner

Commissioner Tammy Williams

Tammy Williams was appointed as Commissioner of the FRC on 2 September 2019. Since her appointment she has been working hard to apply her own work culture and extensive business acumen to 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 to the Supreme Court of Queensland and High Court of 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 2018. 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.

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 with 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 was established to 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, and 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, 17 grandchildren and six great grandchildren. Commissioner Pootchemunka's interests span the full spectrum of traditional activities including fishing, camping and the customary female craft of basket weaving using Pandanus and Cabbage Palm leaf. Her baskets are on display in national galleries in Australia and overseas. In 2023 the Aurukun State School engaged Commissioner Pootchemunka to deliver cultural classes to the senior cohort, teaching weaving, collecting roots to extract dye and building fires. Aurukun Commissioner Pootchemunka is also a registered Wik interpreter, and her expertise is utilised within the court system and by the Department of Human Services. More recently her services have been used working with the Youth Justice team as an interpreter for local Aurukun youth. Commissioner Pootchemunka became an Aurukun Local Commissioner on 4 March 2010. 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. In 2022 Commissioner Koomeeta joined the Paamp Aurukun State School Board, to support school attendance and children's wellbeing. When not working, she can be found spending time with her three grandchildren, camping and fishing. She also enjoys painting in her spare time.

Commissioner Keri TAMWOY (Putch Clan) although born in Cairns has lived her entire life in Aurukun. Commissioner Keri Tamwoy met her husband, Gerald Tamwoy, when they were 17 and 18 years old respectively and they have raised their six children in Aurukun. Commissioner Keri Tamwoy is a qualified mediator and has in previous years run the mediation program in Aurukun which has been a huge success in bringing families together to resolve issues without resorting to violence. Commissioner Keri Tamwoy considers the mediation program to be a valued service in Aurukun. Aurukun Commissioner Keri Tamwoy has previously worked as the Office Manager for the Aak Puul Ngantam Ranger Program, and now is the chairperson for the organisation. Commissioner Tamwoy is a Director of her husband's business, and has her own business delivering cultural and community workshops for Aurukun stakeholders.

Commissioner Keri Tamwoy became an Aurukun Local Commissioner on 1 January 2018, aged 44. At the Local Government elections conducted on 28 March 2020 Commissioner Tamwoy was elected Mayor of the Aurukun Shire Council. She is extremely committed to supporting the Wik people of Aurukun and empowering them to grow and improve their community into the future. On 1 December 2021 Commissioner Keri Tamwoy was awarded the National NAIDOC person of the year. In 2022 the Paamp Aurukun State School Board was formed to address attendance and wellbeing of Aurukun school aged children with Commissioner Tamwoy also being an active member.

Commissioner Keri Tamwoy enjoys fishing and camping when she can find the spare time, or just a quiet day at home watching movies with her six grandchildren.

Commissioner Dereck WALPO (Kiadilt Clan) was born and raised on Mornington Island. After completing his schooling on Mornington Island, he completed boarding school in Warwick Queensland. Commissioner Walpo then moved up to Cape York where he met his partner of 40 years, fellow Commissioner Ada Woolla of the Winchanum Clan. Commissioner Walpo has worked in various positions across Aurukun, including in plumbing, as a road worker and machinery driver before finding work in the health system and becoming the Team Leader of the Wellbeing Centre. He recognises the importance of mental health support and the need for these services to support remote Indigenous communities such as Aurukun. From 2012 to 2020 Commissioner Walpo held the position of Mayor in the Aurukun Shire Council, using his authority to work towards improving social norms and helping the community of Aurukun grow. Commissioner Walpo has two children and nine grandchildren and enjoys spending the weekends with his grandchildren fishing and hunting. Commissioner Walpo became an Aurukun Local Commissioner on 5 May 2022. He wants to use his new role as a Local Commissioner to further improve social norms and encourage parents to play a larger role in their children's education.

Commissioner Kemuel TAMWOY (Putch Clan) was born in Cairns and raised in Aurukun and is passionate about Aurukun and preserving the Wik culture. On 28 March 2020 Aurukun Commissioner Kemuel Tamwoy was elected to the position of Councillor in the Local Government elections. He values this role very highly along with the responsibility of being seen as a leader at such a young age. His hope for the future is that he can stay in this role and continue to help shape Aurukun for the better.

Commissioner Kemuel Tamwoy began his schooling at the Aurukun State School where he now works and completed years 8-12 at Brisbane Boys' College. Commissioner Kemuel Tamwoy currently holds the position of Manager, Student Attendance Officer at the Aurukun State School, encouraging education as a pathway to help shape the future leaders of Aurukun. He understands the importance for the Aurukun children to continue their education at boarding school as he did. His former roles also include working at his father's earth moving business. Aurukun Commissioner Kemuel Tamwoy has three sisters and two brothers and enjoys fishing and being in the boat in his spare time. Commissioner Kemuel Tamwoy became an Aurukun Local Commissioner on 5 May 2022.

Commissioner Waynead WOLMBY (Wanum Clan) was born in Cairns and grew up in Aurukun. He is passionate about Aurukun having local decision-makers and leaders paving the way for Aurukun. Commissioner Wolmby completed prep-year 7 at the Aurukun State School and then travelled to Brisbane to complete years 8-12, boarding at Marist College Ashgrove. Commissioner Wolmby has two younger brothers and two younger sisters. He aims to be a good role model for his siblings and the younger generation of Aurukun. Aurukun Commissioner Wolmby currently works at the Aurukun State School to help support the children of Aurukun.

Commissioner Wolmby is passionate about staying fit and has competed in several marathons across Australia thanks to the Indigenous Marathon Foundation. He was lucky enough to be selected to travel to Athens in November 2022 to compete and represent the Indigenous Marathon Foundation and Aurukun. Commissioner Wolmby approaches running in the same way that he approaches his life, with determination, hard work and persistence. When not running Commissioner Wolmby can be found at the Aurukun Police-Citizens Youth Club (PCYC) where he is a youth leader, mentoring the youth and leading the engagement with the children. Commissioner Wolmby credits the PCYC for inspiring him to become the person he is today. Commissioner Wolmby is the face of PCYC where a moving video of his story and journey has been published on their website.

Commissioner Wolmby wants to encourage education in Aurukun for the upcoming leaders and to preserve the Wik culture. Commissioner Wolmby became an Aurukun Local Commissioner on 5 May 2022.

Coen

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 for self-development and a bright future. From February 2014 to 2018 Commissioner Kepple worked with Cape York/Gulf Remote Area Aboriginal & Torres Strait Islander Child Care (RAATSICC) as a Community Recognised Entity and Advisor. On 23 December 2021 Coen Commissioner

Kepple retired from the Department of Justice and Attorney-General as a Member Elder where she was 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 her 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. She 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.

Since 2010 Coen Commissioner Maureen Liddy has held several positions including with Cape York Partnership as a manager involved with the academy schools and teachers, with the RFDS in Coen as a Community Development Officer and later Services Coordinator, with Apunipima Cape York Health Council as Team Leader, with Good to Great Schools in the role of Community Partnership Engagement Manager, and more recently as Implementation Manager with Pama Futures. Commissioner Liddy has now transitioned to the position of Opportunity Hub Leader with Cape York Partnership and has returned to live in Coen.

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, provided foster care for many more and have 15 grandchildren and two great grandchildren. Commissioner Christopher Logan's working life has included employment as a stockman, carpenter, Community Police Officer, a storeman at the Doomadgee Aboriginal Shire Council and work at the Doomadgee retail store. He was a Councillor from 1992 to 1994 with the Doomadgee Aboriginal Shire Council and 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 of 19 and great grandmother of eight, Commissioner Elaine Cairns has firm ties to several clans within the community and derives great joy from her extended family. A strong Indigenous woman, Doomadgee Commissioner Elaine 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 Elaine Cairns spent one and a-half years as a chef at the Doomadgee Hospital, and nine and a-half years as a Centrelink agent before becoming a Councillor. She has also been involved with the Strong Women's Group (formerly known as the Indigenous Women's Forum) since 2004. In her capacity with the group she has travelled across Australia taking a stand against domestic violence towards Aboriginal women. Her view that strong Indigenous women can make a difference to the communities in which they live drives her ambition to contribute to building a better future for Doomadgee's children. Commissioner Elaine 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 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 of 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, Project Worker at 54 Reasons (formally Save the Children) for the Doomadgee Deadly Homes Program and Health Services Manager for Gidgee Healing. Doomadgee Commissioner Douglas is currently employed at 54 Reasons as the Senior Community Worker. In this role Commissioner Douglas provides education and support to male community members and assists with facilitating programs that 54 Reasons run, including the Young Dad's Program.

Commissioner Douglas is married to Cecilia, is father to six children and they have five grandchildren. 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. He is also a board member of the Doomadgee Health Council. When he is not busy coaching the local women's softball team, 'The Bushfires', he likes nothing better than to go back out on country to hunt, fish and camp. Doomadgee Commissioner Douglas is a firm believer that education must begin at home from a young age to form a strong foundation for the future.

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 five grandchildren, with one on the way. Having not had the opportunity to attend boarding school herself, Commissioner Toby was determined that her own children would not miss out on a good education and has sent each of them to boarding school to further their studies. One of her sons is currently in his last year of a carpentry apprenticeship. 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 54 Reasons 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 54 Reasons. Commissioner Dawn Aplin has five children, three boys and two girls, is a grandmother of 18 grandchildren and a great grandmother of 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 1 November 2019 Dawn Aplin was appointed as a Doomadgee Local Commissioner. Coupled with her employment at 54 Reasons, Commissioner Aplin sees her work as a Local Commissioner as being extremely important in aiding and guiding young families in the community.

Commissioner Wendy TAYLOR (Lardil / Gangalidda / Garrawa Clans) was born in Doomadgee where she attended Doomadgee State School as well as School of the Air, whilst living on an outstation. Commissioner Taylor later attended school in Malanda where she completed years 8-10. After completing school, Commissioner Taylor returned to Doomadgee where she commenced working in various positions in the community. She worked at both the Doomadgee shop and the Doomadgee State School for a couple of years each and is currently working at the Doomadgee Childcare Center where she has been since 2000. Commissioner Taylor spends her personal time fishing, hunting and collecting bush tucker with her friends and family. She is a mother of five children, grandmother of 18 grandchildren and great grandmother of four great grandchildren. Commissioner Taylor became a Doomadgee Local Commissioner on 5 May 2022.

Commissioner Lila CAIRNS (Waanyi Clan) was born at Gregory Downs Station. She attended school in Burketown and Doomadgee before moving to Brisbane to complete year 9, and then to Malanda to complete year 10. After completing school, Commissioner Lila Cairns returned to Doomadgee where she held various positions in the community. She has managed both the aged care facility and the local bakery, worked in the local store for five years, held the position of receptionist at the Doomadgee Rural Hospital for 15 years, and worked as a health worker for 10 years. Commissioner Lila Cairns has four children, 12 grandchildren and 12 great grandchildren. In her spare time, Commissioner Lila Cairns enjoys time with her family fishing, camping and spending time outside. When she is not enjoying the great outdoors, she likes to attend church and participate in Christian conventions held throughout the state. Commissioner Lila Cairns became a Doomadgee Local Commissioner on 5 May 2022.

Commissioner Virginia Grace COLLINS (Waanyi / Gangalidda / Garrawa Clans) was born in Mt Isa but has lived in Doomadgee for most of her life. Whilst in Doomadgee, Commissioner Collins attended Doomadgee State School. After completing school, she commenced working with Community Development Employment Projects in Doomadgee and then other organisations such as the store and the Women's Shelter before settling into her current employment with the Doomadgee Aboriginal Shire Council in the Post Office, where she has been employed since 2020. Commissioner Collins is a mother of two boys and is eagerly waiting to become a grandmother. She enjoys going out bush camping and fishing, as well as reading and spending time with family and friends. Commissioner Collins became a Doomadgee Local Commissioner on 5 May 2022.

Hope Vale

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.

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 Priscilla 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 Priscilla Gibson and her husband 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 Priscilla 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 1 November 2019, the appointment of Priscilla Gibson took effect as a Hope Vale Local Commissioner.

Commissioner Doreen HART OAM (Binhthi / Bulcan Clans) was selected as a Cape York representative for the 2015 Emerging Leaders Program hosted by Jawun. In 2021 Commissioner Hart, with the support of her workplace, 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. In December 2021 Commissioner Doreen Hart retired from her position as Team Leader/Service Provider with Apunipima Cape York Health Council. Local Commissioner Hart is a Justice of the Peace (Qualified) and a member of the Thurrpiil 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 had her employed as a Student Development Officer at the Hope Vale Campus of CYAAA. Her role involved 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. From 2021 to February 2023 Commissioner Cannon was the Education Coordinator of the CYAAA Hope Vale Playschool which is a learning environment for children aged 0 to 4 years. There learning is focused on literacy, language and maths, delivered in fun and enjoyable activities for children and their parents. In 2023 Commissioner Cannon commenced in a new role as Secretary of the Thurrpiil Community Justice Group. Commissioner Cannon enjoys being involved in community events that engage all age groups.

She joined the Commission as a Hope Vale Local Commissioner 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 eager to set in motion 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 also held 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.

She attended Hope Vale State School, Cairns West State School, Trinity Bay High School and the Cairns Business College. She is a traditional owner, a Director of the Hope Vale Congress Aboriginal Corporation, and a Director of her own Gamaay Warra family business. In January 2022 she was elected as Deputy Chair of Gungarde Community Centre Aboriginal Corporation before being appointed as Chairperson in August 2022. These positions reinforce her vision of providing a range of services and positive initiatives for Aboriginal and Torres Strait Islander people in Cooktown and surrounding areas.

Commissioner Deeral is a mother of two sons and grandmother of five granddaughters and one grandson. Commissioner Deeral became a Hope Vale Local Commissioner on 20 October 2011.

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 most of her life, only leaving to complete her secondary schooling in Brisbane where she graduated from Hendra High in Nundah. 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. She would like other parents to also enjoy the close relationship and respect from their teenagers that she enjoys with her children. Today Commissioner Kerr-Bowen and her husband commit their time as General Carers, raising children placed into Child Safety. Commissioner Kerr-Bowen has recently undertaken, and greatly enjoys, organising functions for women in the community for Mother's Day and International Women's Day.

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 Robert 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 Robert 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 Robert 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 1 November 2019 Robert Gibson was appointed as a Hope Vale Local Commissioner.

Commissioner Robert 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.

Commissioner Kathryn Dora GIBSON (Thuubi/Dhaarrba/Biri Gaba Clans), or Dora as she prefers to be called, is currently employed by My Pathway as an Activity Supervisor and works at the newly established Hope Vale Community Activity Hub.

She is married to Trevor Gibson from the Bulgun/Binthi clans, and has four children, ten grandchildren and seven great-grandchildren of whom she is very proud.

She has had a career in education which spanned almost 40 years, initially in administration at the Hope Vale State School and then as a teacher-aide. After years as a teacher-aide, she was encouraged to study for her teaching diploma. She graduated with a bachelor degree, which was special as she graduated together with her daughter Tamara. Within her teaching role, she was seconded as a multi-lit teacher for two years, also holding down many acting-principal positions, the last being at Coen State School. She retired from teaching in 2012.

In 2013 Commissioner Dora Gibson applied for and was successful in acquiring a role as the Education & Youth Support Officer for the Hope Vale Aboriginal Shire Council, a position she held for four years. In 2018 she was offered a position with My Pathway at the Youth Hub. This role focused on after-school and holiday activities at the hub for school children. Within this role she worked closely with the school, supporting them with incentives, and used the Hub to manage behaviour and improve attendance.

Commissioner Dora Gibson is passionate about keeping her language and culture alive and works tirelessly with her husband to run cultural programs in the community. Commissioner Dora Gibson became a Hope Vale Local Commissioner on 5 May 2022.

Mossman Gorge

Commissioner Loretta SPRATT OAM (Olkola / Lama Lama Clans) was born on Thursday Island but spent her infant years in Coen and Hope Vale. She remained in Hope Vale throughout her childhood until her late teens when she met Nathan McLean, a young man visiting from Mossman Gorge. Commissioner Spratt later moved to the Gorge where she resided for many years with Nathan before buying a house and moving to Mossman in February 2018. Mossman Gorge Commissioner Spratt has previously worked in the areas of sport and recreation. She has completed a Certificate III in horticulture, discovering her true passion in life, and is currently employed by Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) propagating and using native plants and trees in landscaping.

On 26 January 2015 Mossman Gorge Commissioner Spratt was awarded a Medal of the Order of Australia (OAM) in recognition of her services to the community. She has a keen interest in art and a love of reading and continues to learn new skills to complement her Local Commissioner role in the community. Mossman Gorge Commissioner Spratt continues to work closely with young people and the women of her community to promote strong, healthy and supportive families. On weekends she likes to spend time with her nieces and nephews fishing, enjoying the natural beauty of the Daintree area, reading and particularly gardening at home.

Commissioner George ROSS-KELLY (Kuku Nyungkul / 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 on 1 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 Rosville/Cooktown areas with his family.

Commissioner Daphne CREEK (Kuku Nyungkul / Southern Kaantju Clans) was born and raised in Mossman where she attended Mossman State School and Mossman State High School. She is the youngest of two children and is a proud mum of six children. In 2012 Commissioner Daphne Creek purchased her first home with her husband and sons.

Working as a health worker in the late 1990's immersed Commissioner Daphne Creek into the Mossman Gorge community whilst linking families with support services. Early in 2003 saw Commissioner Daphne Creek embark on her career with BBNAC. There she has worked in many roles including administration, finance and payroll and as housing manager.

Weekends include spending time with family and enjoying a meal together. Gardening and quiet times at home are also important to Commissioner Daphne Creek.

Commissioner Daphne Creek became a Mossman Gorge Local Commissioner on 5 May 2022.

Commissioner Helenia CREEK (Nyungkul and Southern Kaantju Clans) grew up in Mossman and attended Mossman State High School. She comes from a large family with five siblings. She also has four of her own children, and now has two grandchildren.

Commissioner Helenia Creek has worked across a wide range of services in Cape York over the years including: assistance/coordinator for the Goobidi Karrakay Karrakay Playgroup; Outside of School Hours Coordinator; she worked at the Jawunkarra Family Support Service; and O-Hub Manager at Cape York Partnership. Her work experience has brought her an array of interpersonal skills, and in particular the ability to communicate with all age groups with respect and understanding. Commissioner Helenia Creek has volunteered much of her time to the community as a board member of Goobidi Bamaga Community Advancement Co-operative for ten years, helping with the NAIDOC events and other community events.

Outside of work she likes to keep very active with lots of sports including rugby league, basketball, netball, touch football and swimming. Her interests include continuing to learn her culture and she is passionate about empowering her people and community. Commissioner Helenia Creek became a Mossman Gorge Local Commissioner on 5 May 2022.

Commissioner Zara RYAN (Yalanji / Nyungkul and Southern Kaantju Clans) was born in Cairns and raised in Mossman, where she completed school at Mossman State High School. She has three siblings and a young daughter.

Working part-time whilst completing her secondary studies, Commissioner Ryan worked in a local café and for an Indigenous Family

Support Service. Training and skilling herself with tools to grow and progress in January 2019 took Commissioner Ryan to Ayers Rock in a position as front office receptionist. With the ever-changing world in 2020, she moved back to Mossman to be closer to family. Commissioner Ryan has a very relatable perspective of growing up in the area as a young Indigenous person, assisting her ability to interact with clients in an authentic and genuine manner.

Having a love of all sports, at seventeen Commissioner Ryan was a representative in the under 18's Indigenous Australian Schoolgirl team. Her interests and passions include continuing to learn her language and culture, and performing and teaching her traditional dancing, which she wants to pass on to her daughter and the younger generation. Commissioner Zara Ryan became a Mossman Gorge Local Commissioner on 5 May 2022.

Commissioner Jarrod KULKA (Kuku Yalanji Clan on his father's side and Wulgurukaba People on his mother's side) has lived in Mossman his whole life. Commissioner Kulka attended Mossman State High School, and afterwards went on to gain accreditations including a Certificate II in Conservation and Land Management, Chainsaw Certificate, Construction White Card, and a Certificate III in Tourism.

Commissioner Kulka's background is in skilled manual work as a trainee deckhand, labourer, farmhand, fencing contractor, and he spent time working in the mines as a heavy truck operator. He then went into roles where he could use his strong knowledge of Indigenous culture – a Lead Tour Guide at Mossman Gateway and then a Cultural Awareness Teacher for Jabalbina Yalanji Aboriginal Corporation. He has taught cultural awareness to local businesses and visitors in the area, breaking down barriers and closing the gap between Indigenous and non-Indigenous people. Commissioner Kulka's calm, stable and easy-going nature enables him to engage with clients respectfully and attentively.

Commissioner Kulka's hobbies and interests on the weekends include rugby league, fishing and hunting which is an important cultural tradition he wishes to continue. Commissioner Kulka became a Mossman Gorge Local Commissioner on 5 May 2022.

Commissioner Julia-Ann (Julie) WILLIAMS (Kuku Yalanji Clan) was born and raised in Mossman where she attended both Mossman State School and Mossman State High School. Being one of 12 children, life has always been busy for Commissioner Julie Williams.

She has a passion for encouraging the health and wellbeing of her community. Stepping into the Local Commissioner role is something that seemed a natural progression for her. Having worked for many years in Mossman Gorge, improving people's lives is very close to her heart. Early in her career Commissioner Julie Williams worked as an Indigenous Student Support Officer and teachers-aide, nurturing, and encouraging youth. In 2009 Commissioner Julie Williams embarked on her role as a Youth Development Coordinator in Mossman delivering youth programs and offering counselling and support to stabilise health and lifestyle.

Her commitment to improving the wellbeing of her community expanded to the role of Parenting Consultant in Mossman Gorge, working closely with many community members. Increasing her skill set then saw Commissioner Julie Williams move into the role of Community Support Worker, supporting families to address alcohol and drug problems. In 2016 Commissioner Julie Williams undertook a role of travelling into thirteen Cape York communities delivering a drug and alcohol program. In 2021 Commissioner Julie Williams felt that she needed to be closer to her family and country and returned to Mossman to undertake her role at Jabalbina Yalanji Aboriginal Corporation, hosting a girl's On Country Program.

When not immersing herself into community, Commissioner Julie Williams practices Bowen Therapy and Reiki, enjoys painting, camping and looking after her own wellbeing. Commissioner Julie Williams became a Mossman Gorge Local Commissioner on 5 May 2022.

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 Human Resource 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 the 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:	Ms Cara Marks (Acting)
Coen:	Ms Kate Gooding (Acting)
Doomadgee:	Mr Brenden Joinbee
Hope Vale:	Ms Josephine Pinder
Mossman Gorge:	Ms Kate Gooding (Acting)

Appendix D – Sittings Calendar

Family Responsibilities Commission 1 July 2022 to 31 December 2022

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
4 July						
11 July		MG	AU	AU	Public Holiday	15 Cairns Show Day
18 July	Public Holiday - MG		DM HV	DM HV		18 Mossman Show Day
25 July						
1 August		MG	DM HV	DM		4 Aurukun Day
8 August			AU	AU		
15 August			DM HV	DM HV		
22 August		MG	AU	AU	Public Holiday - DM	26 Doomadgee Day
29 August			DM HV	DM		
5 September						
12 September		MG AU	DM AU	DM HV		
19 September						
26 September						
3 October	Public Holiday					3 Queen’s Birthday
10 October		MG	AU DM	AU HV DM		
17 October		LCDW	LCDW			18, 19 New Local Commissioner Development Week
24 October			DM	DM HV		
31 October		AU MG	AU	AU		
7 November			DM	DM HV CO		
14 November		AU	AU	AU		
21 November			DM	DM HV		
28 November		AU DM	AU DM	AU		
5 December			MG	MG		
12 December						
19 December						
26 December	Public Holiday	Public Holiday				26 Christmas Day and 27 Boxing Day Public Holidays, 28, 29, 30 Office Closed for Xmas

Family Responsibilities Commission 1 January 2023 to 30 June 2023

WEEK COMMENCING	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	OTHER
2 January						
9 January						
16 January						
23 January				Public Holiday		26 Australia Day
30 January		AU	AU	AU		
6 February		MG	DM	DM HV		
13 February			AU	AU CO		
20 February			DM	DM HV		
27 February		MG	AU	AU		
6 March			DM	HV		
13 March						
20 March		MG	DM	DM HV		
27 March		AU	AU CO	AU		
3 April					Public Holiday	7 Good Friday
10 April	Public Holiday					10 Easter Monday
17 April		MG	DM	DM HV		
24 April		Public Holiday				25 ANZAC Day
1 May	Public Holiday		DM	DM HV		1 Labour Day
8 May		AU MG	AU	AU		
15 May						
22 May			DM HV	DM		
29 May		MG	AU	AU		
5 June			DM	DM HV CO		
12 June		MG	AU	AU		
19 June		MG	HV			
26 June						

AU Aurukun   CO Coen   DM Doomadgee   HV Hope Vale   MG Mossman Gorge   Office Weeks

Appendix E – Compliance checklist

Family Responsibilities Commission 2022-23 annual report

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	• A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 4
Accessibility	• Table of contents • Glossary	ARRs – section 9.1	Page 5 Page 125
	• Public availability	ARRs – section 9.2	Page 2
	• Interpreter service statement	*Queensland Government Language Services Policy* ARRs – section 9.3	Page 2
	• Copyright notice	*Copyright Act 1968* ARRs – section 9.4	Page 2
	• Information licensing	*QGEA – Information Licensing* ARRs – section 9.5	N/A
General information	• Introductory Information	ARRs – section 10	Pages 8-25, 54-64, 103
Non-financial performance	• Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	Pages 26-27, 104-105
	• Agency objectives and performance indicators	ARRs – section 11.2	Pages 26-53, 103
	• Agency service areas and service standards	ARRs – section 11.3	Pages 13-53
Financial performance	• Summary of financial performance	ARRs – section 12.1	Pages 76-77
Governance – management and structure	• Organisational structure	ARRs – section 13.1	Pages 10-11, 13-15, 65-66
	• Executive management	ARRs – section 13.2	Page 66
	• Government bodies (statutory bodies and other entities)	ARRs – section 13.3	N/A
	• Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	Page 68
	• Human Rights	*Human Rights Act 2019* ARRs – section 13.5	Pages 68-69
	• Queensland public service values	ARRs – section 13.6	Page 67

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	Page 69
	• Audit committee	ARRs – section 14.2	Page 69
	• Internal audit	ARRs – section 14.3	Page 69
	• External scrutiny	ARRs – section 14.4	Page 70
	• Information systems and record keeping	ARRs – section 14.5	Pages 70-71
	• Information security attestation	ARRs – section 14.6	N/A
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	Pages 71-75
	• Early retirement, redundancy and retrenchment	Directive No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2	Page 73
Open Data	• Statement advising publication of information	ARRs – section 16	Page 75
	• Consultancies	ARRs – section 33.1	Page 75
	• Overseas travel	ARRs – section 33.2	Page 75
	• 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 20 of 23
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Pages 21-23 of 23

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 795 people as at 30 June 2022.[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 201 people as at 30 June 2022.[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 918 people as at 30 June 2022.[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 652 people as at 30 June 2022.[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 101 people as at 30 June 2022.[1,4]

1. Note: Australian Statistical Geography Standard 2021 boundaries used are local government areas for Aurukun, Doomadgee and Hope Vale, and statistical areas level 1 (SA1s) of 31501139616 for Coen and 30604116408 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 2022.
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 2022.
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 2022.

Glossary of terms

Abbreviations

ABS	Australian Bureau of Statistics
ARRs	Annual Report Requirements for Queensland Government agencies
ATSILS	Aboriginal and Torres Strait Islander Legal Service
AU	Aurukun
BBNAC	Bamanga Bubu Ngadimunku Aboriginal Corporation
BCP	Business Continuity Plan
CAA	Corporate Administration Agency
CCP	Conditional Case Plan
CDC	Cashless Debit Card
CDP	Community Development Program
CEO	Chief Executive Officer
CIM	Conditional Income Management
CM&M	Case Management and Monitoring
CO	Coen
COAG	Council of Australian Governments
CRAC	Coen Regional Aboriginal Corporation
CRM	Customer Relationship Management
CS	Child Safety and Welfare
CYAAA	Cape York Aboriginal Australian Academy
CYI	Cape York Institute
CYP	Cape York Partnership
DAF	Department of Agriculture and Fisheries
DFV	Domestic and Family Violence
DIS	District Court
DM	Doomadgee
DSS	Department of Social Services
DTATSIPCA	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
DV	Domestic Violence
DVB	Domestic Violence Breach
DVO	Domestic Violence Order
eIM	enhanced Income Management
EMT	Executive Management Team
EQ	Education Queensland School Attendance
ERP	Estimated Resident Population
ESR	Elevated School Response
FAA	*Financial Accountability Act 2009*
FPMS	*Financial and Performance Management Standard 2019*
FRA	Family Responsibilities Agreement
FRC	Family Responsibilities Commission
FTE	Full-time Equivalent
HT	Housing Tenancy Breach
HV	Hope Vale
HVASC	Hope Vale Aboriginal Shire Council
ICM	Intensive Case Management
ICT	Information and Communications Technology
IM	Income Management
LCDW	Local Commissioner Development Week
MAG	Magistrate Court
MG	Mossman Gorge
MoU	Memorandum of Understanding
NAIDOC	National Aborigines and Islanders Day Observance Committee
NIAA	National Indigenous Australians Agency
NWRH	North and West Remote Health
OAM	Medal of the Order of Australia
OIC	Officer in Charge
PCYC	Police-Citizens Youth Club
PSC	Public Service Commission
QGSO	Queensland Government Statistician's Office
RAATSICC	Remote Area Aboriginal and Torres Strait Islander Child Care
RFDS	Royal Flying Doctor Service
SEN	School Enrolment Notice
TAFE	Technical and Further Education
VCP	Voluntary Case Plan
VIM	Voluntary Income Management
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 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
Ph (07) 4081 8400
Fax (07) 4041 0974
www.frcq.org.au

Aurukun

CJG Building, Wuungkam Street, Aurukun 4892
Ph (07) 4060 6185
Fax (07) 4041 0974

Coen

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

Doomadgee

Doomadgee Community Justice Centre, Office 4/15 Sharpe Street, Doomadgee 4830
Ph (07) 4745 8111
Fax (07) 4041 0974

Hope Vale

Office 1, Hope Vale Business Service Centre, 3 Muni Street, Hope Vale 4895
Ph (07) 4060 9153
Fax (07) 4041 0974

Mossman Gorge

Lot 152 Mossman Gorge Road, Mossman Gorge 4873
Ph 0417 798 392
Fax (07) 4041 0974

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.

FRC

FAMILY
RESPONSIBILITIES
COMMISSION