Family Responsibilities Commission

Report to the Family Responsibilities Board

Quarterly Report

No. 69

June 2025 to September 2025

Report prepared by the Family Responsibilities Commission under the leadership of Commissioner Tammy Williams and presented to the Family Responsibilities Board pursuant to section 144 of the Family Responsibilities Commission Act 2008.

The Family Responsibilities Commission publishes annual and quarterly reports on the Commission's website in line with its policy and commitment to open data available to the public. For more details see: www.frcq.org.au

Executive Summary

The Family Responsibilities Commission (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.

The *Family Responsibilities Commission Act 2008* (FRC Act) provides for the establishment of the Family Responsibilities Board (FR Board). The FR Board has a mandate to give advice and make recommendations to the Minister about the operation of the Commission and similarly to give advice and make recommendations to the Commissioner about the performance of the Commission's functions.

The Commissioner must as soon as practical after each quarter, give the FR Board a written report about the Commission's operations during the period.[1] This report sets out the Commission's key operational matters for the period July to September 2025.

Quantified in the table below are the activities undertaken by the Commission during quarter 69 with comparisons shown to the previous quarter.

Table 1: Activity from 1 April 2025 to 30 September 2025

Activity for the quarter	**Qtr 68**	**Qtr 69**
Total number of notices assessed by the Commission[2]	1,791	1,862
Number of notices within jurisdiction	1,120	1,314
Number of notices not within jurisdiction	671	548
Number of clients notified to the Commission from notices within jurisdiction	641	699
Total number of notices received by the Commission which were unable to be assessed for jurisdiction	8	0
Conferences		
Conferences conducted	241	208
Number of clients served to attend conference	193	162
Attendance percentage for conferences	69%	65%
Non-attendance percentage with acceptable (reasonable) excuse for conferences	37%	26%
Conference outcomes		
Agreements to attend community support services	58	42
Orders made to attend community support services	33	17
Referrals to service providers from Family Responsibilities Agreements and Family Responsibilities Orders[3]	105	70
Agreements for Conditional Income Management (CIM)	0	0
Orders made for CIM	6	13

[1] Section 144 *Family Responsibilities Commission Act 2008*

[2] Agency notices are counted on the basis of the number of persons named on the notice (e.g. a Child Safety and Welfare notice relating to two parents is counted as two notices and if three children from one family have an unexplained absence from school for all or part of any three school days during a school term, this counts as three individual School Attendance notices against each person listed on the notice). Counting rules also stipulate that where multiple charges are received on a court notice each charge is counted as an individual notice.

[3] An agreement and a decision can have multiple case plans which in turn can have multiple referrals where a service provider has multiple programs.

Domestic Violence statistical information as a subset from the total number of conferences conducted, referrals made and CIMs put in place	Qtr 68	Qtr 69
Conferences for domestic violence matters	60	26
Referrals from domestic violence conferences	31	13
CIM’s from domestic violence conferences	2	0
Amend/end decisions for Family Responsibilities Agreements and Family Responsibilities Orders		
Number of amend/end decisions for Family Responsibilities Agreements and Family Responsibilities Orders	3	0
Accepted	67%	N/A
Refused	33%	N/A
Voluntary Agreements		
Voluntary agreements for a Voluntary Case Plan (VCP)	54	73
Voluntary referrals to service providers	55	73
Voluntary agreements for Voluntary Income Management (VIM)	33	26
Amend/end decisions for Voluntary Agreements		
Number of amend/end decisions for voluntary agreements	4	9
Accepted	75%	89%
Refused	25%	11%
Other activity		
Applications to Amend or End received	10	7
Information as at the last day of the quarter		
Number of clients case-managed through current non-voluntary case plan	135	114
Number of clients subject to a current CIM	9	15
Number of clients on a current VIM	67	58

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Abbreviations

AU	Aurukun
CHI	Childrens Court notice
CO	Coen
CP	Case plan
CPA	Case plan agreement
CPO	Case plan order
CS	Child safety and welfare notice
CIM	Conditional Income Management
DIS	District Court notice
DM	Doomadgee
DVB	Domestic Violence Breach
DVO	Domestic Violence Order
EQ	School attendance notice
FRA	Family Responsibilities Agreement
FRC	Family Responsibilities Commission
HT	Housing tenancy breach
HV	Hope Vale
MAG	Magistrates Court notice
MG	Mossman Gorge
NFA	No further action
SEN	School enrolment notice
VCP	Voluntary case plan
VIM	Voluntary income management

Also:

Family Responsibilities Commission (the Commission)
Family Responsibilities Commission Act 2008 (the FRC Act)
Family Responsibilities Commission Registry (the registry)
Family Responsibilities Board (the FR Board)

Family Responsibilities Commission Welfare Reforms

Report to 30 September 2025.

1. Activities and Trends

Client issues and interactions during the quarter

The Commission delivers services to communities which are culturally unique and geographically remote. Each community is different, however, each can be characterised by the entrenched disadvantage of Indigenous community members. Over-crowded housing, high rates of welfare dependency and multi-generational poverty have resulted in communities with high numbers of individuals and families with complex needs.

Many clients experience a complexity of issues.
Data collected by the FRC provides insight into the complexity of the issues faced by many clients. Table 2 sets out the different types of agency notices assessed as within jurisdiction by individual clients during the reporting period. During quarter 69, 623 clients (89%) were notified to the Commission with only one type of trigger notice. The remaining 76 clients (11%) received more than one type of trigger notice.

Table 2: Number of clients by number of different types of agency notices assessed as within jurisdiction 1 July 2025 to 30 September 2025

Type of Different Types of Agency Notices Received	Number of clients
1	623
2	66
3	8
4	2
Total	**699**

Investigations reveal the following information regarding the types of sole trigger notices assessed as within jurisdiction by Commission clients during the quarter:

65% received a school attendance (EQ) notice
11% received a Magistrates Court (MAG) notice
6% received a domestic violence order (DVO) notice
4% received a child safety and welfare (CS) notice
1% received a Childrens Court (CHI) notice
1% received a housing tenancy breach (HT) notice
1% received a school enrolment (SEN) notice.

The remaining sole trigger notices assessed as within jurisdiction for Commission clients during the quarter was 1 client with a domestic violence breach (DVB) notice

Table 3 shows the combination of trigger notices assessed as within jurisdiction for the 76 clients with more than one type of trigger 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 3: Number of clients with a combination of different types of agency notices (i.e. Childrens Court (CHI), Child Safety and Welfare (CS), Domestic Violence Order (DVO), Domestic Violence Breach (DVB), Magistrates Court (MAG), District Court (DIS), Education Queensland for school attendance (EQ), Housing Tenancy Breach (HT) and School Enrolment (SEN) assessed as within jurisdiction from 1 July 2025 to 30 September 2025[4]

Type of Agency Notice/s	Number of clients
CHI,EQ	6
CHI,MAG	1
CS,DVO	1
CS,DVO,EQ,MAG	1
CS,EQ	15
CS,EQ,MAG	1
CS,MAG	2
DVB,DVO	2
DVB,DVO,EQ,MAG	1
DVB,DVO,MAG	4
DVB,HT,MAG	1
DVB,MAG	2
DVO,EQ	2
DVO,EQ,MAG	2
DVO,MAG	10
DVO,SEN	1
EQ,HT	5
EQ,MAG	18
EQ,SEN	1
Total	**76**

Client interactions with the Commission fall within a continuum of decisions available.
The following data (tables 4 to 8) provides an overview of interactions that have taken place with clients during this reporting period, consisting of decisions where a final determination has taken place in conference and includes decisions delivered at application hearings. It does not include instances where a client was rescheduled to another conference due to non-attendance, or a conference was adjourned to another date to allow the parties to address matter/s prior to the Commissioners making a determination.

The role of the FRC is to work with the most vulnerable, disadvantaged group of community members who engage in anti-social behaviours. Of this extremely vulnerable cohort who engage in anti-social behaviours there are a range of clients who fall within a spectrum of willingness to take personal accountability for their actions and accept support to address behaviours to those who are resistant to change.

Shown on the next page are the number of interactions (excluding reschedules and adjournments during the quarter) that resulted in a voluntary agreement, a decision by agreement or order, or a decision delivered on an amend/end application. The Commission is still seeing a number of interactions by clients on a more proactive basis, i.e. where engagement is on a voluntary basis (Table 4), or where acceptance of the Commission's decision for a referral to a support service or income management is by agreement with the client (Table 5). These proactive interactions are considered

[4] Refer to the descriptions of abbreviations on the Table of Contents page.

to be a positive indication that community members are demonstrating early insight into the affect those actions have on others.

Table 4: Number of voluntary agreements (where a client has agreed to a voluntary case plan or voluntary income management) entered into from 1 July 2025 to 30 September 2025[5]

Voluntary Agreements			
	VCP	**VIM**	**Total**
Total	**73**	**26**	**99**

Table 5: Number of decisions by agreement (where a client has agreed to a case plan or conditional income management) entered into from 1 July 2025 to 30 September 2025[5]

Decisions by Agreement			
Community	**CP**	**CIM**	**Total**
AU	18	0	18
CO	0	0	0
DM	15	0	15
HV	6	0	6
MG	3	0	3
Total	**42**	**0**	**42**

Table 6: Number of decisions by order (including where the FRC has mandated a client be the subject of a case plan or conditional income management) from 1 July 2025 to 30 September 2025[5]

Community	CCP	CCP & CIM Concurrently	CIM	CIM, Rescheduled	No Further Action	Recommend Support Service	Reprimand	Total
AU	1	3	2	1	20	19	1	**47**
CO	0	0	0	0	0	0	0	**0**
DM	10	0	5	1	7	8	0	**31**
HV	2	1	0	0	2	2	6	**13**
MG	0	0	0	0	1	1	0	**2**
Total	**13**	**4**	**7**	**2**	**30**	**30**	**7**	**93**

Table 7: Number of decisions on applications from a Decision by order and a Decision by agreement (where a client seeks to alter or end their original FRC decision because their circumstances or behaviours have changed) from 1 July 2025 to 30 September 2025[5]

Decisions on Order and Agreement Amend/End Applications						
Community	**CCP End**	**CCP End & CIM End**	**CIM Amend**	**CIM End**	**No Further Action**	**Total**
Total	**0**	**0**	**0**	**0**	**0**	**0**

Table 8: Number of decisions of voluntary amend/end applications (where a self-referred client seeks to alter or end their voluntary income management agreement because their circumstances have changed) from 1 July 2025 to 30 September 2025[5]

Decisions of Voluntary Amend/End Applications				
Community	**VIM Amend**	**VIM End**	**VIM No Further Action**	**Total**
Total	**2**	**6**	**1**	**9**

During quarter 69 the number of interactions highlighted in tables 4 to 8 related to a total of 211 clients (138 female and 73 male). To clarify the variability of client interactions, the following may occur during the reporting period:

- A client may be placed on a case plan at the beginning of the quarter to one service provider and then referred to another service provider later in the same quarter.

[5] Refer to the descriptions of abbreviations on the Table of Contents page.

- A client may be placed on a CIM order quarantining 60%, 75% or 90% of their welfare payments and then have their percentage of income management reduced or increased later in the quarter.
- A client may be separately or concurrently placed on a case plan and income management throughout the quarter, and a client may be placed on an income management order but then placed on a case plan under a decision by agreement.
- A client may have entered into a voluntary agreement for voluntary income management along with a separate case plan to attend support services under a decision by agreement.

The nuanced decision-making of Commissioners at conference is reflective of each client's individual circumstances.

Clients with complex and multifaceted issues often require solutions which are best coordinated with multiple service providers who can extend assistance to family members. This requires the Commissioners to take a holistic approach to their decision-making by involving, where appropriate, family and clan group members at conference, together with a network of relevant service providers. The Commissioners, when making decisions, consider a variety of options. These may include not putting clients on case plans when they already have an appropriate referral in place, not making a referral because of the limited availability of appropriate support services to address the client's specific needs and the use of 'No Further Action' being made. The latter decision can be ordered in circumstances where the Commission is satisfied clients are already showing insight into their own behaviours and have taken personal responsibility to address the issue of concern before the matter proceeded to conference. This holistic approach assists in creating a more informative, culturally relevant and empowering experience for the client so they can make the necessary changes in their lives to provide for a safe and secure environment for themselves and their families.

The types of client interactions evident during quarter 69 reinforce the Commission's belief that a cohort of our clients are displaying a willingness to change and taking personal responsibility for their wellbeing and the wellbeing of their families. The following highlights for the period 1 July 2025 to 30 September 2025 support our assertion:

- 55.5% of clients at some point during the quarter may have done one or more of the following: self-referred to the FRC for a VCP or a VIM; entered into a Family Responsibilities Agreement; successfully applied to end or amend their decision by order or agreement;
  - As a subset of the above, 61% of clients specifically entered into a voluntary agreement;
- 26.5% of clients were issued with a no further action on their matter/s, or they were recommended to attend a support service with or without successfully applying to amend or end their voluntary agreement with no other action types;
- 3.3% of clients were issued with a reprimand with or without a decision for no further action or recommendation to attend a support service or successfully applied to amend or end their voluntary agreement.

There also remains a cohort of clients who come before the Commission who struggle to develop insight into their actions and are less inclined to change their behaviours. The nuanced decision-making of Commissioners for these clients may include (as an option of last resort) a decision to income manage the client. These orders are issued as a means of holding the clients to account (and to create some stability in their lives, particularly if they are responsible for children).

The Commissioners have made the following decisions in conference for this cohort of clients:

- 5.7% of clients were ordered to attend a support service under a case plan;
- 3.3% of clients were placed on a CIM order;
- 1.4% of clients were placed on a CIM order and ordered to attend a support service.

Notices

In quarter 69 the Commission assessed 1,862 agency notices[6] for jurisdiction. Some individuals may have been the subject of more than one agency notice. Of that figure 1,314 notices (71%) relating to 699 clients were within the Commission's jurisdiction, and 548 notices (29%) were outside the Commission's jurisdiction.

Table 9: Notices in jurisdiction by type and community 1 July 2025 to 30 September 2025

Type of Notice	AU	CO	DM[7]	HV	MG	Total
Supreme Court notices	0	0	0	0	0	**0**
District Court notices	0	0	0	0	0	**0**
Childrens Court	54	0	112	6	2	**174**
Magistrates Court notices	132	16	0	64	3	**215**
Domestic Violence Breach notices	2	3	0	10	2	**17**
Domestic Violence Order notices	38	3	0	17	11	**69**
School Attendance notices	197	23	376	152	20	**768**
School Enrolment notice	1	0	0	5	0	**6**
Child Safety and Welfare notices						
Child Concern Reports	7	1	8	10	4	**30**
Finalised Child Protection Investigations	13	1	5	0	1	**20**
Housing Tenancy notices	0	0	0	15	0	**15**
Total	**444**	**47**	**501**	**279**	**43**	**1,314**

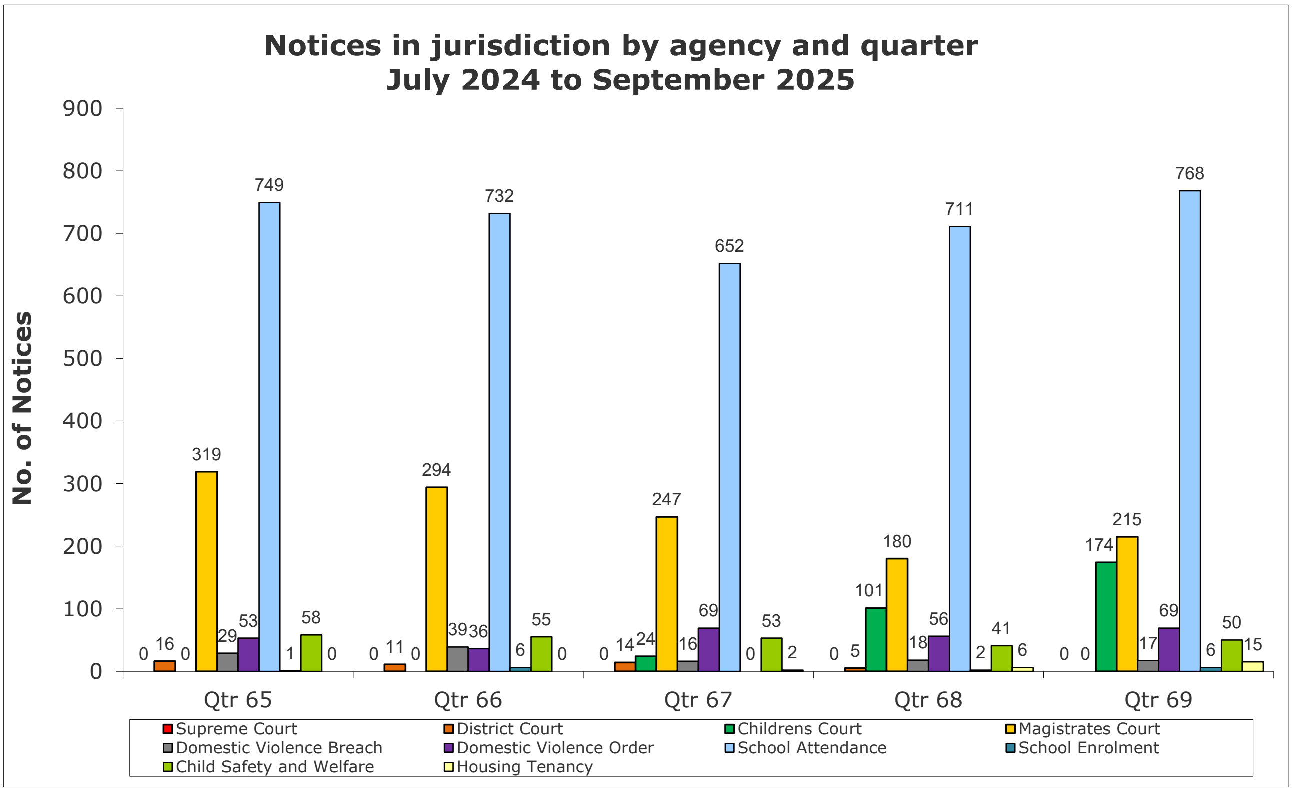
Further details of notices within jurisdiction for each community are set out below:

- 444 notices were assessed as within jurisdiction for Aurukun relating to 250 clients (158 female and 92 male)
- 47 notices were assessed as within jurisdiction for Coen relating to 25 clients (18 female and 7 male)
- 501 notices were assessed as within jurisdiction for Doomadgee relating to 242 clients (173 female and 69 male)
- 279 notices were assessed as within jurisdiction for Hope Vale relating to 156 clients (95 female and 61 male)
- 43 notices were assessed as within jurisdiction for Mossman Gorge relating to 26 clients (17 female and 9 male).

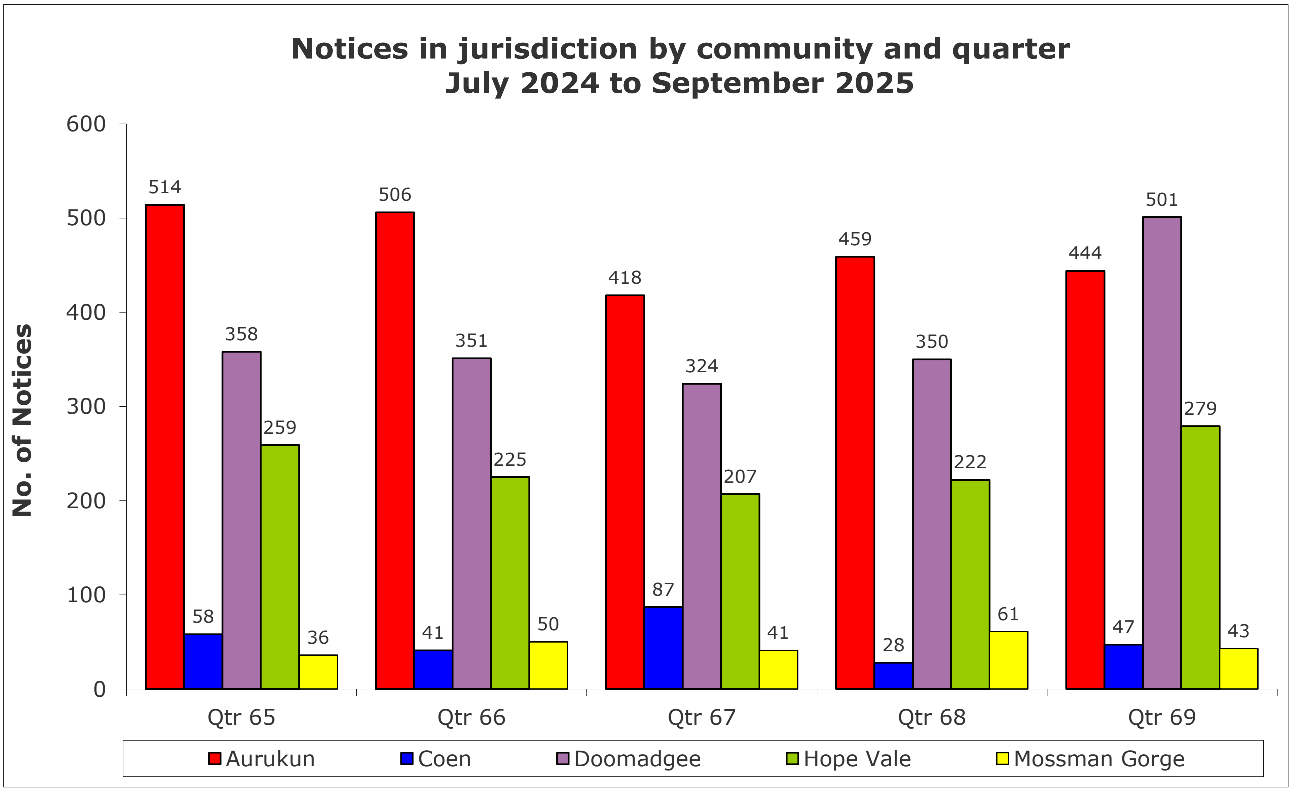
For quarter 69, 40% of clients were assessed as receiving more than one notice within jurisdiction. Frequently this illustrates multiple child school absences for the one family, or multiple Magistrates Court notices relating to one incident. This may also be suggestive of the complexity of behaviours experienced by a significant proportion of our clients. Conversely, it is important to note the majority of FRC clients (60%) were assessed as receiving only one notice within jurisdiction during the reporting period. Thirty-six new clients were added to the Commission's database during the quarter.

[6] Counting rules are that an agency notice is counted on the basis of number of 'people' named on the notice. For example a child safety and welfare notice relating to two parents is counted as two notices and if three children from one family have an unexplained absence from school for all or part of any three school days during a school term, this counts as three individual School Attendance notices against each person listed on the notice). Counting rules also stipulate that where multiple charges are received on a court notice each charge is counted as an individual notice.

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



Graph 1: Notices in jurisdiction by type and quarter 1 July 2024 to 30 September 2025



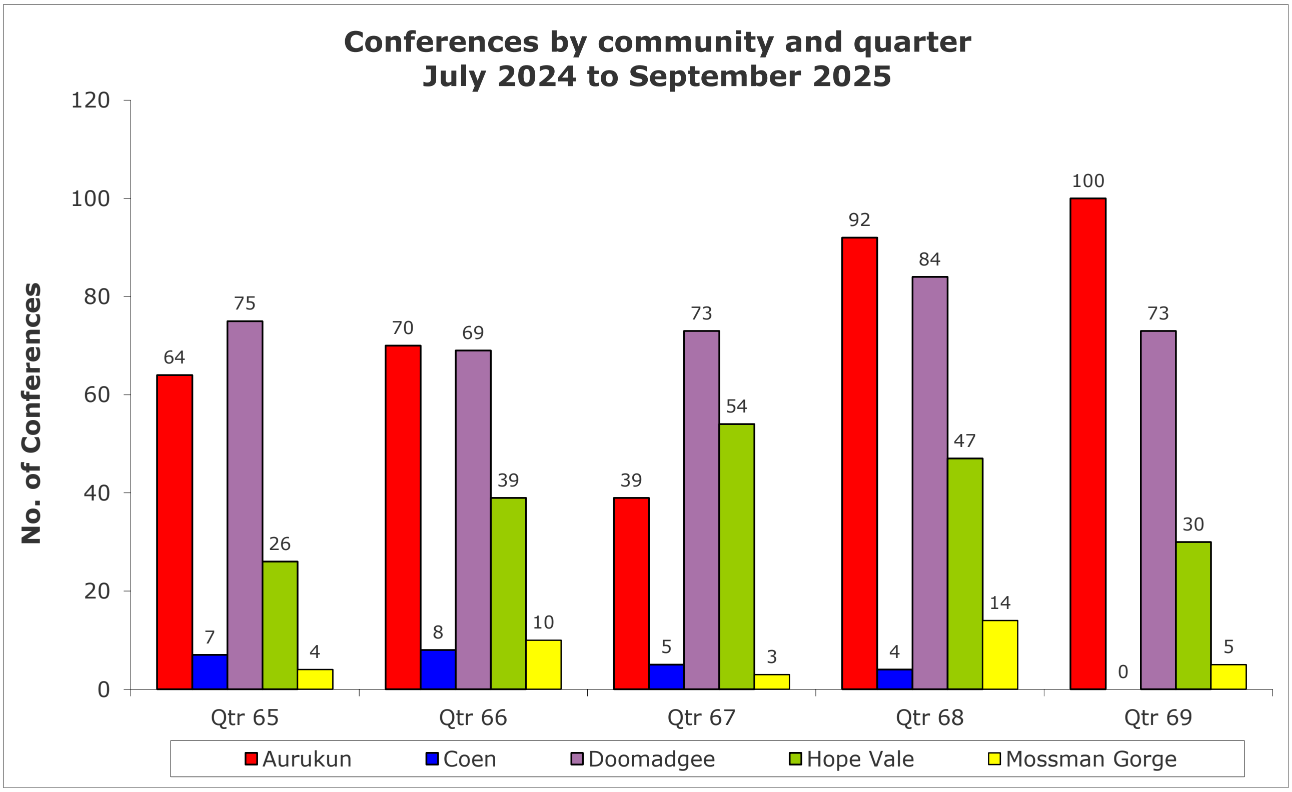
Graph 2: Notices in jurisdiction by community and quarter 1 July 2024 to 30 September 2025

Notices received by the Commission which were unable to be accessed for jurisdiction

During the quarter the Commission did not receive any notices that could not be assessed for jurisdiction.

Conferences

In quarter 69 208 conferences[8] were held across the five communities (relating to 162 clients served to attend conference). Attendance at conference decreased from 68.9% in quarter 68 to 65.4% in quarter 69.

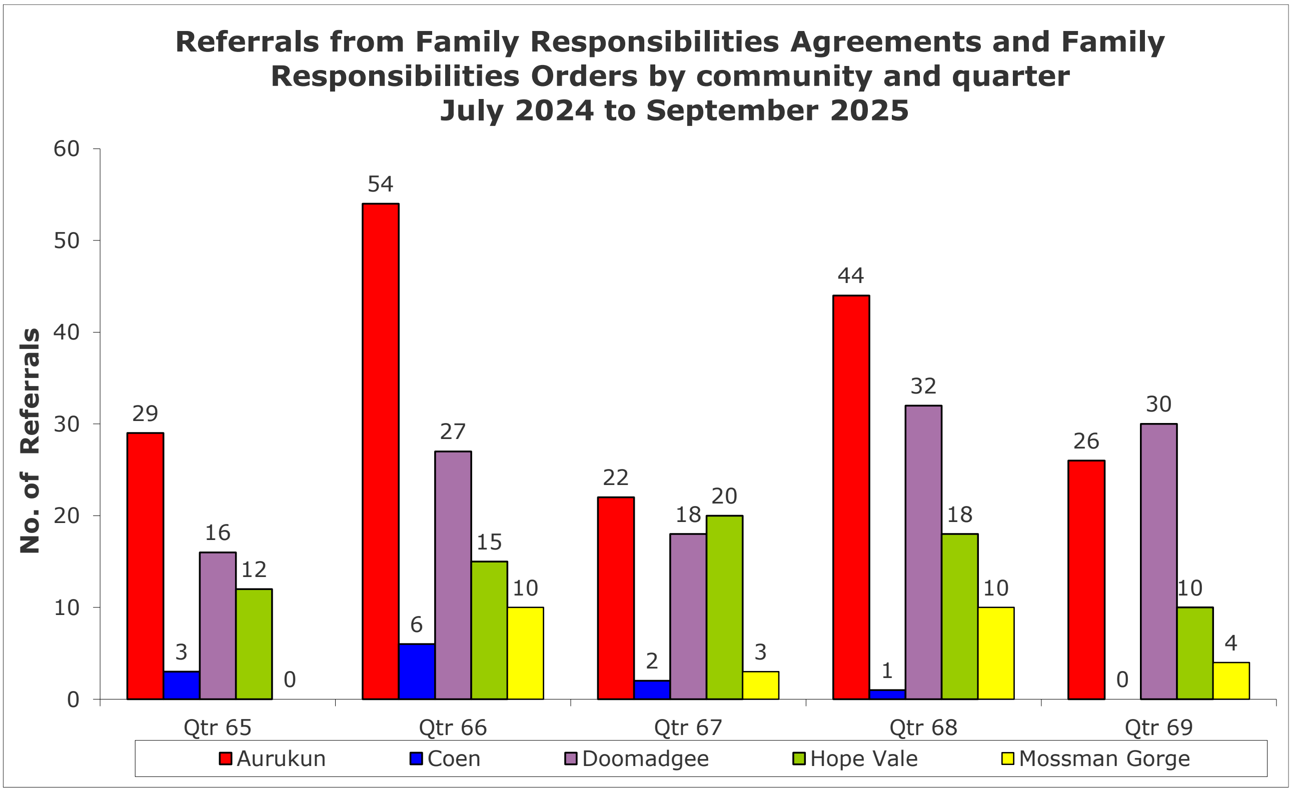


Graph 3: Conferences by community and quarter 1 July 2024 to 30 September 2025

Referrals from 'Family Responsibilities' Agreements and Orders

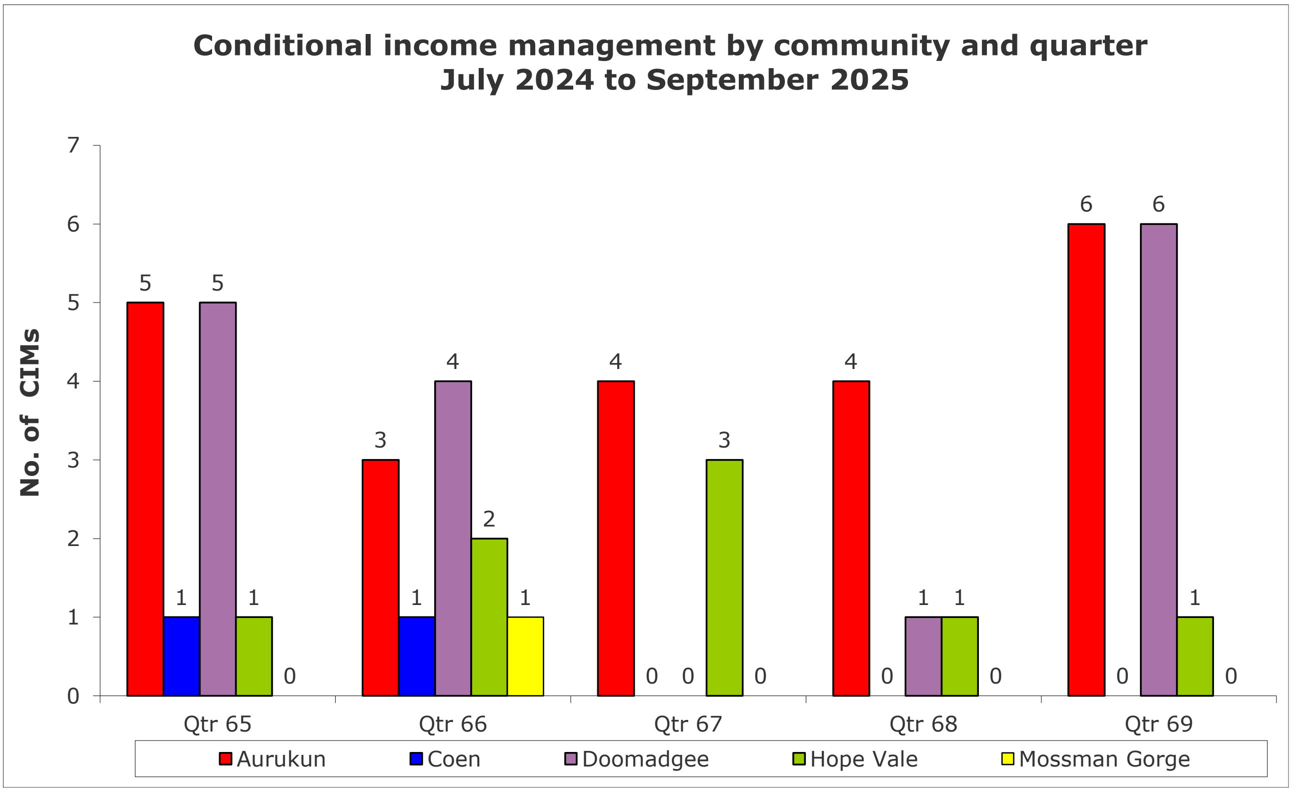
A total of 70 referrals (to service providers from 'Family Responsibilities' Agreements (FRAs) and Orders) relating to 59 clients were made in quarter 69. The Local Commissioners continue to raise concerns regarding the availability of appropriate perpetrator intervention programs suitable for client referrals so community members can be supported to address domestic violence behaviours. The broader social impacts of domestic and family violence are set out in Table 3 with an analysis illustrating the nexus between Court convictions and domestic violence orders/breaches with school attendance issues and to a lesser degree child safety issues.

[8] The number of conferences held relates to the number of conferences listed, which includes where a client was served with a Notice to Attend Conference and subsequently failed to attend.



Graph 4: Referrals by community and quarter 1 July 2024 to 30 September 2025

Conditional Income Management from 'Family Responsibilities' Agreements and Orders



Graph 5: Conditional income management by community and quarter 1 July 2024 to 30 September 2025

Local Commissioners continue to use Conditional Income Management (CIM) as a decision of last resort. A total of 13 new CIMs (orders) relating to 13 clients were made in quarter 69 with 38% set to quarantine 75% and 90% of welfare payments (see graph 8) and 61% set for a 6-month duration (see graph 6).

As at 30 September 2025 there were 15 clients subject to a current CIM who were responsible for 39 children in their care (25 of whom were school aged children). Of the 15 clients 20% were income managed at 60%, 47% were income managed at 75% and 33% were income managed at 90% whilst duration ranged from 27% for a 3-month duration, 67% for a 6-month duration and 6% for a duration of 12 months. Commissioners continue to negotiate with clients to achieve desirable outcomes, or to demonstrate motivation and commitment to make appropriate life choices. Demonstrated positive steps toward taking responsibility provide the Commissioners with sufficient reason to consider amending or ending a CIM when requested by the client.

Voluntary self-referrals from clients to the Commission

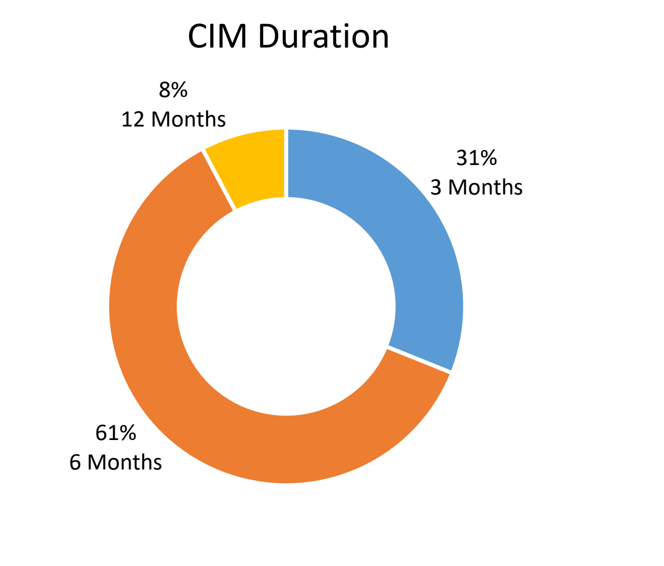
The FRC Act sets out a process under which a community member can voluntarily seek help from the Commission for a referral to a community support service through a Voluntary Case Plan (VCP) or be subject to Voluntary Income Management (VIM). During quarter 69, 73 VCPs were entered into for 73 community support services under a case plan relating to 61 clients.

Voluntary Income Management

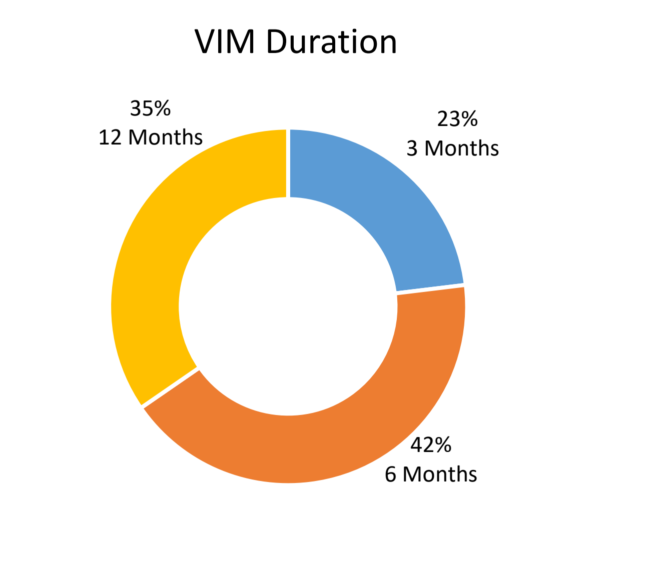
During this reporting period the Commission processed 26 VIM agreements with 92% of agreements quarantining 60% of welfare payments (see graph 9) whilst duration ranged from 23% for a 3-month duration, 42% for a 6 month duration and 35% for a 12-month duration (see graph 7). As at 30 September 2025 there were 58 clients on a current VIM agreement who had 45 children in their care (27 of whom were school aged children).

Status of the SmartCard in FRC Communities for quarter 69

Thirty-nine SmartCards (13 for CIM and 26 for VIM) were processed for the period 1 July 2025 to 30 September 2025, including orders and agreements that were still awaiting Centrelink action as at 30 September.

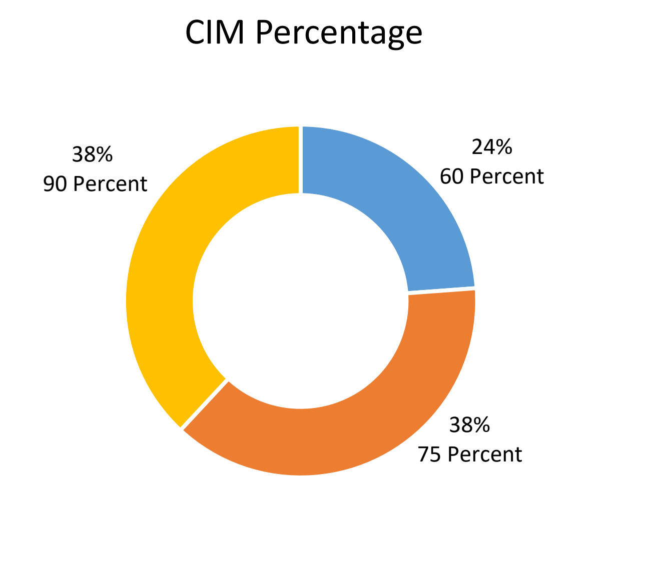


Graph 6: Breakdown of CDC CIMs by duration 1 July 2025 – 30 September 2025

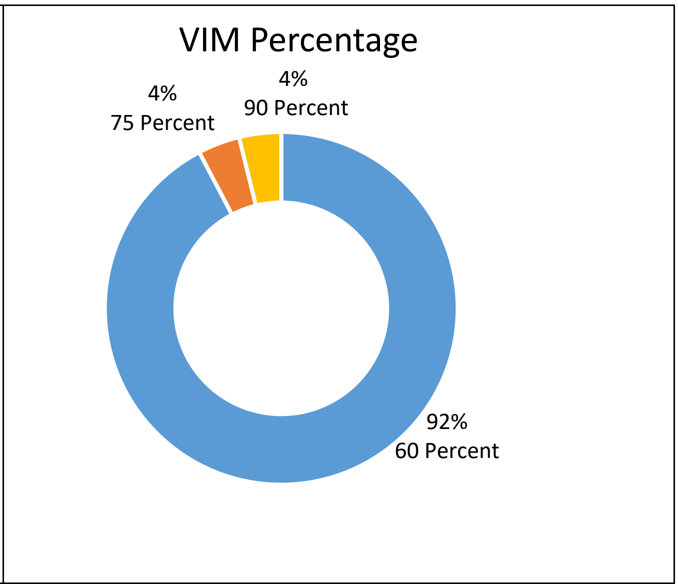


Graph 7: Breakdown of CDC VIMs by duration 1 July 2025 – 30 September 2025

Although initially (March 2021) 66% of VIM applications entered into were for a 3-month duration, the VIM chart above for quarter 69 shows that 23% were entered into for a 3-month duration, 42% were entered into for a 6-month duration and 35% were entered into for a 12-month duration.



Graph 8: Breakdown of CDC CIMs by percentage 1 July 2025 – 30 September 2025

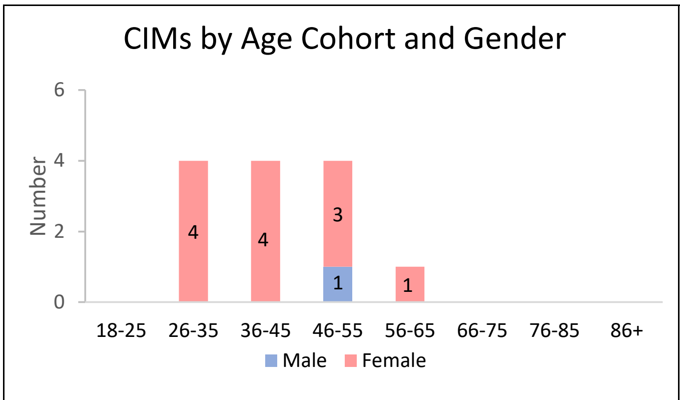


Graph 9: Breakdown of CDC VIMs by percentage 1 July 2025 – 30 September 2025

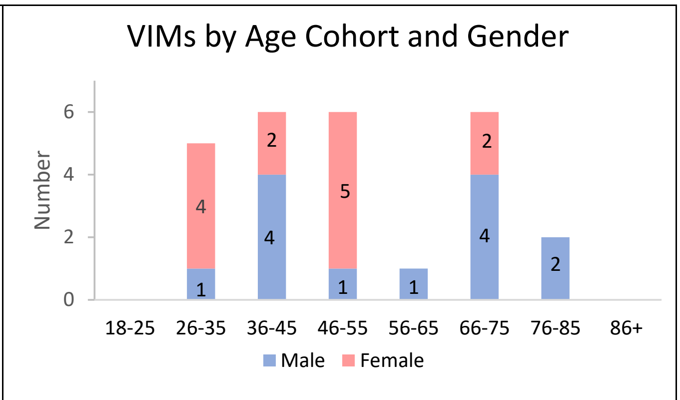
This quarter saw 24% of CIM orders issued quarantining 60% of a client's welfare payment with 38% quarantining 75% of a client's welfare payment and 38% quaranting 90% of a client's welfare payment.

This quarter female community members accounted for the majority of the CIMs with 92% relating to female clients . No community member older than 65 years was conditionally income managed by the FRC during the quarter.

The majority of community members voluntarily participating in voluntary income management this quarter were from following age cohorts: 36 to 45, 46 to 55 and 66-75. Females accounted for 50% of the VIMs. Overall females accounted for 64% of all SmartCards (voluntary and conditional) in quarter 69.



Graph 10: Breakdown of CDC CIMs by age cohorts and gender 1 July 2025 – 30 September 2025



Graph 11: Breakdown of CDC VIMs by age cohorts and gender 1 July 2025 – 30 September 2025

Reasons for applying for the SmartCard were primarily to buy food (50%), to pay for bills (42%), to budget (42%), to protect their payments (38%) and to save for something they needed (35%). Circumstances given by voluntary income management participants when applying for the SmartCard were to support themselves (81%), they liked the SmartCard (35%), they need to support their family (15%) and they needed to support their children (8%). Please note, a client may choose one or more options to reflect their individual reasons and circumstances for participating in voluntary income management.

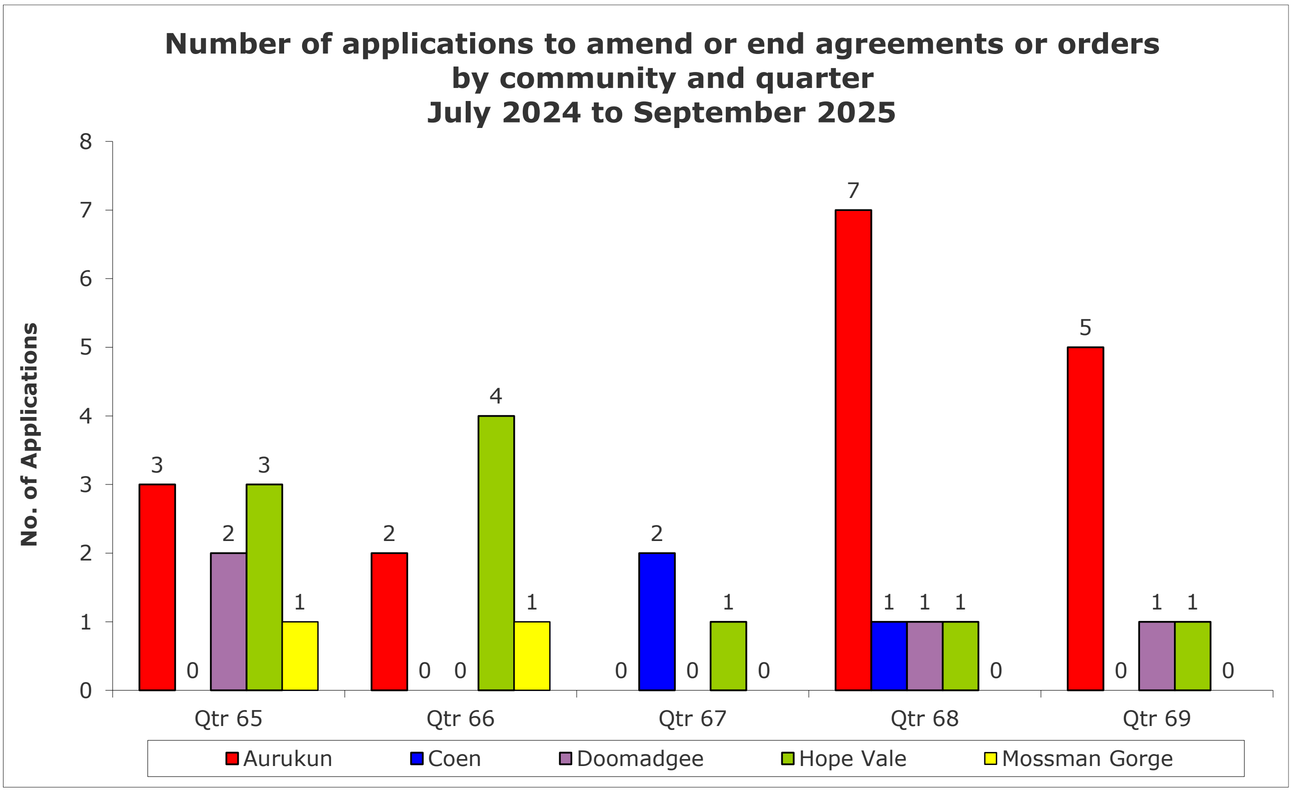
Case Management

Commissioners are guided by the FRC Act, sections 4 and 5, to encourage community members to engage in socially responsible standards of behaviour, and in doing so, make appropriate use of community support services. The Commissioners use the referral pathways available in each community to strengthen the client's resilience to face the challenges they experience, and to ensure the wellbeing and safety of children and vulnerable people through broad-based counselling and education. After conference and for the duration of a case plan referral, the FRC registry liaises with clients and support services to monitor the client's progress against meeting case plan goals. Where appropriate, clients are encouraged to make an application to amend or end their case plan to ensure their evolving needs are met. Commissioners then consider each application to ascertain whether the client has made sufficient progress to justify approving the application and in doing so must consider whether any detriment might impact the welfare of relevant children and/or vulnerable persons. As at 30 September 2025, 114 clients were being case-managed through a current non-voluntary case plan.

Applications to amend or end Agreements or Orders inclusive of Voluntary Agreements

Applications to amend or end an agreement or order are considered an important means of ensuring that FRC decisions remain applicable to the changing needs and circumstances of clients. This mechanism affords clients an opportunity to apply to the Commission to amend or end their agreement or original order by providing their reasons for making the application. Commissioners view the hearing of the applications as an opportunity to engage with clients.

Seven applications relating to 7 clients (7 female) to amend or end an Agreement, Order or Voluntary Agreement were received in quarter 69. It should be noted that a client may apply to amend or end their Family Responsibilities Agreement, Family Responsibilities Order or Voluntary Agreement on multiple occasions throughout a quarter.



Graph 12: Applications to amend or end agreements or orders by community and quarter 1 July 2024 to 30 September 2025

Application decisions

Each application follows a transparent process and is considered by the Commissioners on its own merit whilst observing the principles of natural justice. A timely decision on the application is made under the FRC Act pursuant to section 99 for a Family Responsibilities Agreement (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 an 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". 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.

It should be noted that a hearing for an amend/end application may not take place in the same quarter as the application was received, especially where an application was received towards the end of a quarter with the resulting hearing scheduled for the following quarter.

A total of 0 amend/end applications for a Family Responsibilities Agreement or Family Responsibilities Order were decided in quarter 69.

Nine amend/end applications for voluntary agreements were decided in the reporting period with 8 out of the 9 applications made by clients accepted by the FRC. A breakdown of the accepted decisions of the applications is as follows:

- 6 Applications were accepted and voluntary income management agreements ended
- 1 Application was accepted and voluntary income management agreement amended from 75% to 90% for the remaining period of the existing agreement
- 1 Application was accepted and voluntary income management agreement amended from 90% to 60% for the remaining period of the existing agreement.

The Commission continues to encourage clients to participate in the amend or end process. Commissioners consider that the participation of clients in the amend/end process is indicative of client confidence to question decisions and the reasons behind decisions, both for decisions delivered by the Commission and decisions delivered by external agencies and bodies.

FRC client population by gender and age

Table 10: FRC client population by gender and age 1 July 2025 to 30 September 2025

Information for the quarter	Female Count	Male Count		Female Average age	Male Average age
Clients for whom a notice was assessed as within jurisdiction[9]	461	238		38	38
Clients conferenced[10]	118	44		39	37
Clients referred through Family Responsibilities Agreements and Family Responsibilities Orders[11]	45	14		38	32
Clients placed on CIM[12]	12	1		40	55
Clients referred through a Voluntary Agreement for a case plan[13]	29	32		36	40
Clients who chose to participate in VIM[14]	13	13		47	58
Clients who submitted an amend/end application[15]	7	0		43	0

Estimated resident populations:

Aurukun: The community of Aurukun had an estimated resident adult population of 813 people as at 30 June 2024[16,17].

Coen: The township of Coen had an estimated resident adult population of 208 people as at 30 June 2024[16,18].

Doomadgee: The community of Doomadgee had an estimated resident adult population of 929 people as at 30 June 2024[16,17].

Hope Vale: The estimated resident adult population of Hope Vale was 677 people as at 30 June 2024[16,17].

Mossman Gorge: The Mossman Gorge community had an estimated resident population of 102 people as at 30 June 2024[16,19].

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[9] Average age of a client who had a notice assessed as within jurisdiction for the quarter is calculated at the date of the first notice assessed for the client during the quarter.

[10] Average age of a conferenced client for the quarter is calculated at the date of the first conference held for the client during the quarter.

[11] Average age of a referred client for the quarter through a Family Responsibilities Agreement or a Family Responsibilities Order is calculated at the first conference date held where the client was placed on a case plan during the quarter.

[12] Average age of a CIM client for the quarter is calculated at the first conference date held where the client was placed on a CIM during the quarter.

[13] Average age of a referred client for the quarter through a voluntary agreement is calculated at the start date of the voluntary agreement where the client entered into a voluntary case plan during the quarter.

[14] Average age of a VIM client for the quarter is calculated at the start date of the agreement where the client was placed on a VIM during the quarter.

[15] Average age of a client who submitted an amend/end application for the quarter is calculated at the received date of the application for the client during the quarter.

[16] Note: Australian Statistical Geography Standard Edition 3, July 2021 – June 2026 boundaries for local government areas of Aurukun, Doomadgee and Hope Vale, and statistical areas level 1 (SA1s) of 31501139616 for Coen and 30604116408 for Mossman Gorge.

[17] Note: Adults 18 years and over provided by the Queensland Government Statistician's Office (QGSO), Queensland Treasury, based on the Australian Bureau of Statistics (ABS) unpublished preliminary Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2024.

[18] 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 2024.

[19] 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 2024.

2. Future Direction and Challenges

Office Relocation

The Cairns registry, which had operated from the same office location since its establishment in 2008, successfully completed its long-anticipated relocation to new premises during this reporting period.

The previous office space had long been inadequate to meet the Commission's evolving needs, with limited facilities and space constraining its operations. For years, the Commission faced significant uncertainty due to short-term funding agreements and ongoing government reviews and inquiries, which hindered its ability to implement critical projects, including the office relocation. The signing of a three-year Memorandum of Understanding (MoU) in August 2023, along with a commitment to three years of funding certainty, provided the stability required to advance this long-overdue project.

In collaboration with the Queensland Government Accommodation Office (QGAO), the Commission commenced a formal approval process to relocate to a more suitable premises. After thorough review and inspection, the Executive Management Team (EMT) selected a stand-alone building near the Cairns central business district that met the Commission's current and medium-term requirements.

The relocation project was a key focus during the 2024-25 financial year, involving extensive planning, coordination, and preparation to ensure a seamless transition. The groundwork and majority of the project milestones were completed by the end of the financial year, and the registry staff successfully moved into the office in early July 2025. The new premises are a significant improvement providing enhanced facilities, including increased floor space, additional operational desk space, and improved meeting capabilities. The building also provides the opportunity to meet with clients and Local Commissioners on-site and conduct training sessions, further strengthening the Commission's operational capacity.

This milestone marks a new chapter for the Commission, providing a stable and functional base to continue its important work in supporting the community and fulfilling its mandate.

Registry Staffing

This quarter, the FRC was pleased to welcome several new temporary staff members who bring valuable expertise and capacity to our team. The Compliance and Legal Policy (CLP) team saw the addition of new team members including: a legally trained Compliance and Legal Policy Officer filling an existing role to ensure continuity and support for our core CLP operations, and a Senior Advisor for HR and Training.

The introduction of an in-house HR officer is a significant milestone for the FRC, as it marks the first time the Commission has dedicated resources to strengthening workforce development, training, and staff wellbeing.

Recruitment to these vital positions was partially enabled by the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturism (DWATSIPM) grant provided to the Commission. The grant contributes to general administration and supports the increased compliance and governance requirements arising from recent legislative amendments, including the substantial work required to meet the obligations of a child safe entity under the *Child Safe Organisations Act 2024*.

Additionally, two new Information Case Officers joined the Case Management and Monitoring team, backfilling existing vacancies and boosting the team's capacity to manage caseloads effectively and deliver timely support.

These appointments reflect the FRC's commitment to building a resilient, well-supported workforce and ensuring robust governance practices, which are essential to achieving our mission and delivering meaningful outcomes for the communities we serve.

Update on CRM upgrade

The FRC ICT Team progressed the Dynamics CRM upgrade through the final stages of user acceptance testing. This work included identifying and resolving system issues with the vendor, ICT team and FRC staff to support a stable and suitable upgrade outcome.

Police Protection Directions (PPDs)

In Quarterly Report 68, the FRC reported on its submission to the Education, Arts and Communities Committee regarding the *Domestic and Family Violence Protection and Other Legislation Amendment Bill 2025* (DFVOLA Bill). The submission focused on the proposed introduction of Police Protection Directions (PPDs) and their implications for the FRC's operations in addressing domestic and family violence in FRC communities. The FRC recommended that section 43(1) of the FRC Act be amended to ensure that the FRC is notified of all PPDs issued within its jurisdiction.

The FRC further elaborated on its written submission during a hearing on the Inquiry into the DFVOLA Bill in Cairns on 3 June 2025. Deputy Commissioner Curtin and Camille Banks, Manager of Compliance and Legal Policy, represented the FRC at the hearing. During the proceedings, Deputy Commissioner Curtin emphasised that the introduction of PPDs, as currently proposed, would significantly hinder the FRC's ability to intervene early in cases of domestic and family violence. He highlighted that the absence of recognition of PPDs as agency notices under the *Family Responsibilities Commission Act 2008* limits the FRC's jurisdiction and its capacity to act effectively.

The FRC recommended amending section 43(1)(a) of the FRC Act to classify PPDs as agency notices. This amendment would enable the FRC to provide culturally appropriate support, foster community engagement, and address underlying issues such as addiction, trauma, and violence. Deputy Commissioner Curtin also raised concerns that the current form of the bill could inadvertently contribute to the over-representation of First Nations people in the criminal justice system. He stressed the importance of culturally sensitive interventions and the critical role of Local Commissioners in supporting victim-survivors and addressing the root causes of violence.

In late June 2025, the Committee published its report on the DFVOLA Bill. The report included a recommendation for the Minister to consider further amendment to the *Domestic and Family Violence Protection Act 2012* or to the *Family Responsibilities Commission Act 2008*. Specifically, the Committee proposed expanding the definition of 'protection order' to include the police protection directions proposed by the Bill. This recommendation aligns with the FRC's submission to ensure the FRC receives notices of PPDs issued in FRC communities and reinforces the importance of enabling the Commission to take timely and effective action in response to domestic and family violence incidents.

My Justice Journey – Proof of Concept

August 2025 saw the FRC formal finalise the 'My Justice Journey' proof of concept. The *My Justice Journey* initiative, previously reported as the Aboriginal and Torres Strait Islander Legal Service (ATSILS) Qld Ltd partnership, has progressed significantly since its inception 18 months ago.

My Justice Journey is a collaborative initiative between the FRC and ATSILS, established through an MOU. The program aims to improve criminal justice outcomes for Aboriginal and Torres Strait Islander peoples in designated Welfare Reform Communities by enabling the sharing of FRC engagement information with ATSILS lawyers, with informed client consent. This information is then used to support culturally appropriate and rehabilitative sentencing decisions.

During the 2024-25 financial year the initiative has demonstrated tangible results with 18% of voluntary case plans directly attributable to the client engagement interactions referencing this project, reflecting a growing willingness among clients to engage with services and adopt positive behavioural changes. By aligning with *Closing the Gap* priorities, the program has embedded cultural authority into sentencing processes, providing courts with a more comprehensive understanding of clients' progress. This has enhanced advocacy efforts and contributed to more balanced, rehabilitative, and community-focused justice outcomes.

The program has also highlighted the importance of cultural safety and local engagement. In communities such as Aurukun, where Wik Mungkan is spoken and recognised by the FRC as the primary language of the Commission and its operations in Aurukun, the My Justice Journey initiative has ensured that local language and cultural expression are integral to its implementation. This approach has strengthened the role of Local Commissioners and improved the cultural capability of courts, enabling them to better support families and address underlying issues such as trauma, addiction, and violence.

The My Justice Journey initiative continues to be a vital component of the FRC's efforts to empower clients, support families, and reduce the over-representation of Aboriginal and Torres Strait Islander peoples in the criminal justice system. Future plans include exploring opportunities to expand the program's geographic reach, extend its scope to civil and family law matters, and embed it into broader community justice reinvestment projects.

This proof-of-concept phase has reinforced the value of culturally responsive justice advocacy and demonstrated the potential for systemic transformation when Aboriginal and Torres Strait Islander people are placed at the centre of the justice process.

Planning for From Country to Chamber

During this quarter, the FRC undertook extensive planning and preparation for the inaugural *From Country to Chamber* program, a landmark initiative set to take place in Brisbane from Sunday, 26 October to Thursday, 30 October 2025.

Under s22(1)(b) of the FRC Act, the Commissioner has a statutory function to ensure that Local Commissioners and registry staff receive regular and appropriate training. Historically, Local Commissioner development programs have been held in Cairns, providing an invaluable opportunity for Local Commissioners to come together, receive essential training and share their learnings and experiences. This year, however, marks the first time the event will be hosted in Brisbane, coinciding with the sitting of the Queensland Parliament. The program represents a significant milestone for the FRC, requiring an extraordinary level of coordination and effort from all staff to ensure its success.

The planning process for this event was a monumental and time-intensive undertaking, involving the collective efforts of the entire FRC team. The logistics of organising travel for up to 36 Local Commissioners from remote communities across Queensland to Brisbane, along with accommodation, transport, and program arrangements, required meticulous attention to detail and collaboration across multiple teams. The FRC worked closely with DWATSIPM and other key stakeholders to ensure all arrangements were in place.

The *From Country to Chamber* program has been carefully designed to fulfil the FRC's statutory obligations under the *Family Responsibilities Commission Act 2008*, ensuring that both registry staff and Local Commissioners receive the training and professional development necessary to perform their roles effectively. The program will provide a unique opportunity for Local Commissioners to engage directly with senior government officials, participate in high-level policy discussions, and contribute their insights to the development of solutions for the challenges facing their communities.

Key highlights of the program include:

- **The official launch of the My Justice Journey program**: This innovative partnership between the FRC and ATSILS aims to empower First Nations people to actively participate in the criminal justice system.
- **A briefing with the Education, Arts, and Communities Committee**: Local Commissioners will meet with the parliamentary committee responsible for overseeing the FRC and its enabling legislation, followed by attendance at the opening of Parliament and observing proceedings from the public gallery.
- **Closing the Gap Roundtable Discussions**: Local Commissioners, senior registry staff, and key government stakeholders engaged in discussions to address critical issues impacting First Nations communities on three themes: (a) Safe and Supported families (b) Economic Opportunities; and (c) Over-representation in the criminal justice system and supporting victims of crime. The FRC also issued position papers on each of the themes to guide discussions.
- **Professional development sessions and guest speakers**: Tailored workshops and presentations will enhance the skills and knowledge of Local Commissioners and registry staff.
- **A Minister-hosted dinner at Parliament House**: This event will celebrate the contributions of Local Commissioners and the FRC to their communities.

The theme for this year's program, *From Country to Chamber 2025: The FRC empowering strong First Nations voices to create a strong future*, highlights the critical role of the FRC in amplifying First Nations voices and fostering self-determination. It underscores the importance of bridging the gap between grassroots community leadership, cultural authority, and formal decision-making processes. By bringing Local Commissioners to Brisbane, the FRC aims to ensure that the perspectives, knowledge, and aspirations of First Nations leaders are central to shaping policies and programs at the state level.

The planning process for this event has been a significant achievement for the FRC, requiring a whole-of-organisation effort to coordinate the complex logistics and develop a comprehensive itinerary. The dedication and teamwork displayed by FRC staff during this quarter have been instrumental in ensuring the program's success. The *From Country to Chamber* program represents a transformative opportunity for Local Commissioners to engage with Brisbane-based decision-makers, strengthen their professional skills, and contribute to advancing the goals of Closing the Gap.

The FRC would also like to formally acknowledge the tremendous assistance and support provided by DWATSIPM in organising key logistical elements of the program.

Reinstatement of the Childrens Court Trigger

The FRC has consistently highlighted the need to operationalise the Childrens Court 'trigger' in its quarterly reports and other communications. It is with great pleasure that the FRC can report on the 22 August 2024 the Queensland Parliament passed an amendment to the FRC Act, as part of the Queensland Community Safety Bill (the Bill) to reinstate the Childrens Court trigger.

The Explanatory Notes to the Bill confirm that the amendments reinstate an existing power and align with the original policy intent of the Childrens Court trigger. They also highlight that the reinstatement of court advice notices for young offenders will enable the FRC to intervene effectively, providing support or referral to services for families of repeat offenders to address environmental factors that may have contributed to the young person's offending behaviour.

The Local Commissioners have demonstrated unwavering commitment and determination in advocating for the reinstatement of this critical provision. Their resilience and dedication to pursuing the youth justice trigger, year after year, in the service of their communities and young people, cannot be overstated. This persistence exemplifies the power of local authority and self-determination in action. The FRC acknowledges the important part played by the Alliance of Guugu Yimithirr People of Hope Vale, by resolving to support the reinstatement of the Childrens Court trigger and promoting that resolution. The FRC also acknowledges the significant ongoing efforts and commitment of FRC staff in advocating for and working towards this important amendment.

The amendment to the FRC Act represents the culmination of over eight years of advocacy, negotiation and hard work by FRC staff, Local Commissioners, and community stakeholders. It addresses a legislative issue that has prevented the FRC from adequately supporting young offenders and their families since 2016.

The FRC is committed to leveraging the youth justice trigger to engage with young people at the most critical and appropriate moments.

"As Local Commissioners we aim to support better decision making, strengthen relationships and ultimately improve outcomes for young people and their families. This trigger reflects our commitment to restorative supportive practices that place young people at the centre of positive change. Working with our partners in community and supporting the future of our community is one of our highest priorities."

3. Governance

Governance

Part 12 of the FRC Act provides for the establishment of the Family Responsibilities Board (the FR Board).

The FR Board has a mandate to give advice and make recommendations to the Minister about the operation of the Commission and similarly to give advice and make recommendations to the Commissioner about the performance of the Commission's functions.

The FR Board must meet at least every six months. The meeting may be held by using any technology available which will allow for efficient and effective communication; however, the FR Board members must meet in person at least once a year. A quorum for the FR Board is comprised of two members. During quarter 69 the FR Board's membership consisted of the following members:

- Ms Natalie Wilde — Director-General, Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (Chair)
- Ms Julie-Ann Guivarra — A/CEO, National Indigenous Australians Agency since August 2025
- Mr Noel Pearson — Founder, Cape York Partnership representing the Cape York Institute.

Operational

In meeting obligations under Part 3 of the FRC Act, the Family Responsibilities Commission Registry (the registry) commenced operations on 1 July 2008 with a central registry office established in Cairns and local registry offices operating in each of the five welfare reform communities.

The registry, managed by the Registrar, provides corporate and operational support to the Commissioner, the Local Commissioners and the Local Registry Coordinators.

4. Financial Operations

Income:

- Income of the Commission attributable to the quarter (1 July 2025 to 30 September 2025) totalled $1,362,581. This income consisted of:
  - $754,875 Queensland Government funding
  - $530,450 Australian Government funding
  - $77,239 interest received
  - $17 sundry income.

The balance of available funds in the bank as at 30 September 2025 is $7,751,720.

Expenditure:

- Expenditure for the quarter (1 July 2025 to 30 September 2025) was $1,612,925

Table 11: Expenditure in quarter 69

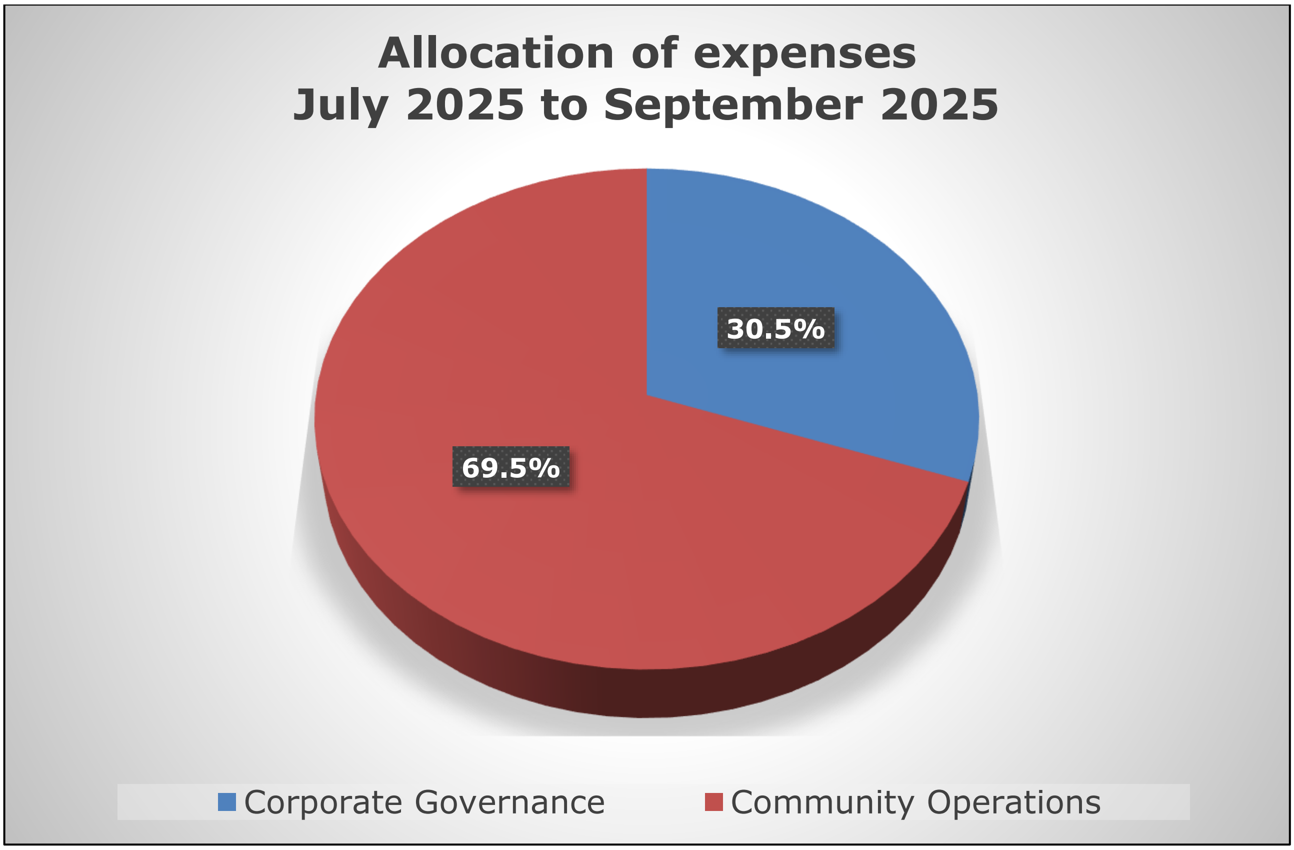
1 July 2025 to 30 September 2025	Expenditure Qtr 69	1 July 2025 to 30 September 2025	Expenditure Qtr 69
Employee expenses – FRC staff	$812,622	Travel	$95,856
Employee expenses – Local Commissioners	$141,792	IT and Communications	$44,998
Other employment costs (Agency)	$236,155	Property	$116,546
Other supplies and services	$164,956	**Total**	**$1,612,925**

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, prepare and monitor income management orders and agreements and undertake client engagement activities.
  - **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, hearings and client engagement activities, assisting with the ongoing 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, information technology, training and other administrative functions to ensure the effective and efficient operations of the Commission.

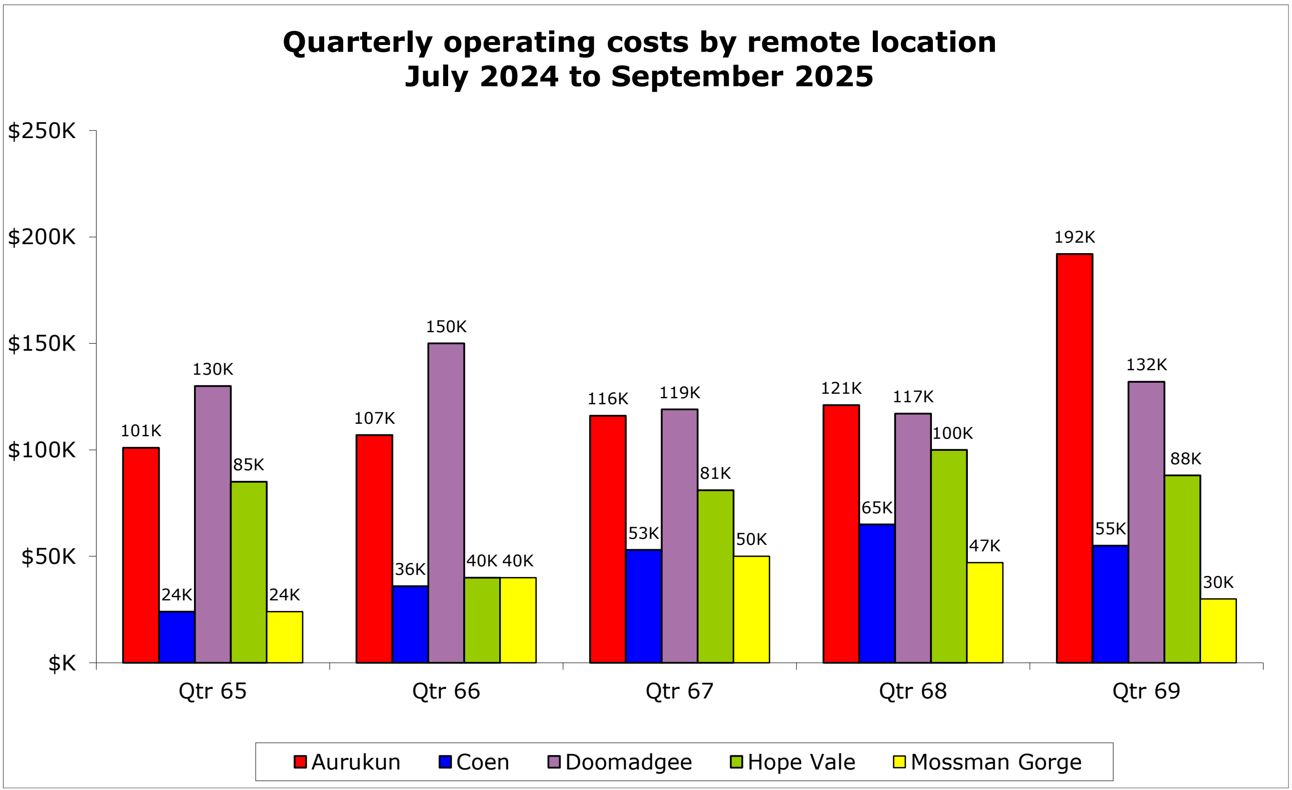
The functions of corporate governance and conference and hearing facilitation are conducted primarily in the registry office in Cairns with frequent visits to community by staff. Community operations are conducted by Local Registry Coordinators and Local Commissioners, resident in their respective communities, who are paid as sessional sitting Commission members for conferencing, serving notices, meetings and professional development.

As can be observed in Graph 13 below which displays the allocation of FRC costs across the core functions in quarter 69, the largest allocation during the reporting period is in relation to community operations (69.5%).



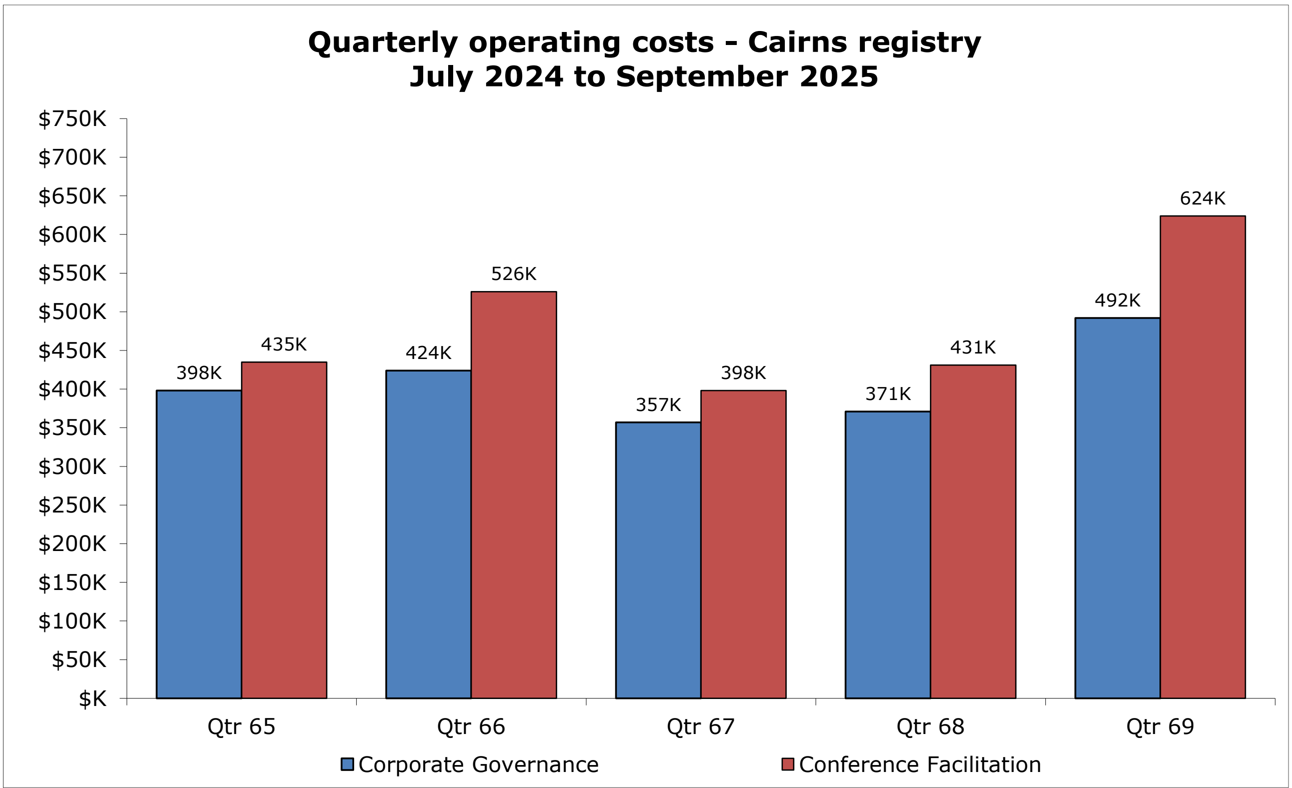
Graph 13: Allocation of expenses 1 July 2025 to 30 September 2025

Regional operational expenditure by location and quarter.



Graph 14: Operating costs by remote location 1 July 2024 to 30 September 2025

Cairns registry expenditure for quarter 69 compared to the previous four quarters.



Graph 15: Quarterly operating costs Cairns 1 July 2024 to 30 September 2025

APPENDIX A

SITTINGS AND CLIENT ENGAGEMENT CALENDAR 2025
FAMILY RESPONSIBILITIES COMMISSION
1 July 2025 to 31 December 2025

Week Beginning	Monday	Tuesday	Wednesday	Thursday	Friday	Other
30 June						Cooktown Circuit Hope Vale Circuit
7 July		8 day CE	9 day CE	10 day CE	Special Holiday DM Only	11 NAIDOC Day – DM Aurukun Cape B & Coen Cape A Circuit Doomadgee Gulf Circuit
14 July	14 ½ day CE 14 CE	15 Conf 15 Conf	16 ½ day Conf 16 CE		Show Holiday	18 Cairns Show Day
21 July	21 ½ day CE 21 ½ day CE 21 ½ day CE Special Holiday MG Only	22 Conf 22 CE 22 CE 22 CE	23 Conf 23 Conf 23 CE	24 ½ day CE 24 Conf 24 CE 24 ½ day CE		21 Mossman Show Day
28 July	28 ½ day CE	29 Conf	30 Conf	31 ½ day CE		Estimates: Tue 29/07/2025 – Thurs 7/08/2025
4 August	Special Holiday AU Only 4 ½ day CE	5 CE 5 CE 5 CE 5 CE	6 CONF 6 Conf 6 CE	7 Conf 7 CE		4 Aurukun Day Special Holiday Estimates: Tue 29/07/2025 – Thurs 7/08/2025 Cooktown Circuit
11 August	11 ½ day CE	12 CE	13 CE	14 ½ day CE		Aurukun Cape B Circuit Doomadgee Gulf Circuit
18 August	18 ½ day CE 18 ½ day CE 18 ½ day CE	19 Conf 19 CE 19 CE	20 Conf 20 Conf 20 Conf	21½ day CE 21 Conf 21 CE		
25 August	25 ½ day CE	26 Conf 26 CE	27 CE 27 CE	28 ½ day CE 28 CE	Special Holiday DM Only	29 Doomadgee Day Special Holiday
1 September	1 ½ day CE 1 ½ day CE 1 CE	2 CE 2 CE 2 CE 2 CE	3 CE 3 Conf 3 Conf	4 ½ day CE 4 Conf 4 CE 4 CE		Cooktown Circuit Hope Vale Circuit
8 September	8 ½ day CE	9 CE	10 CE	11 ½ day CE		Aurukun Cape B & Coen Cape A Circuit Doomadgee Gulf Circuit
15 September	15 ½ day CE 15 ½ day CE	CE 16 CE 16 CE 16 CE	17 Conf 17 Conf 17 ½ day Conf 17 ½ day CE 17 CE	Special Holiday AU Only CE 18 18 Conf 18 ½ day Conf 18 ½ day CE 18 CE		18 Aak Ngamparam Special Holiday - AU
22 September						
29 September	29 ½ day CE	30 CE	1 CE	2 ½ day CE		
6 October	Public Holiday	7 ½ day CE 7 CE	8 Conf 8 Conf	9 ½ day CE 9 CE		6 King's Birthday Public Holiday Cooktown Circuit Hope Vale Circuit
13 October	13 ½ day CE 13 CE 13 ½ day CE	14 CE 14 CE 14 CE	15 CE 15 CE 15 Conf	16 CE 16 CE 16 CE		Aurukun Cape B Circuit Doomadgee Gulf Circuit
20 October	20	21	22	23		

Week Beginning	Monday	Tuesday	Wednesday	Thursday	Friday	Other
27 October	26 – 30 Brisbane – From Country to Chamber 2025					
3 November	3	4	5	6		Cooktown Circuit
10 November	10 ½ day CE	11 CE	12 ½ day Conf 12 ½ day CE	13 ½ day CE		Aurukun Cape B & Coen Cape A Circuit Doomadgee Gulf Circuit
	10 CE	11 CE	12 CE	13 CE		
17 November	17 ½ day CE	18 Conf	19 Conf	20 ½ day CE		
	17 ½ day CE	18 CE	19 Conf			
24 November	24 ½ day CE	25 CE	26 Conf	27 Conf	27 Conf	
	24 CE	25 CE	26 CE	27 CE		
1 December	1 CE	2 Conf	3 CE	4 CE		Cooktown Circuit Hope Vale Circuit
	1 ½ day CE	2 Conf	3 Conf	4 CE		
	1 CE	2 CE	3 CE	4 CE		
8 December	8 CE	9 CE	10 CE	11 ½ day CE		Aurukun Cape B Circuit Doomadgee Gulf Circuit
	8 CE	9 CE	10 Conf	11 CE		
		9 CE	10 Conf	11 ½ day CE		
15 December						
22 December				Public Holiday	Public Holiday	Public Holidays 25 Christmas Day and 26 Boxing Day
29 December				Public Holiday		29, 30, 31 Office closed for XMAS 1 New Year's Day Public Holiday

LEGEND

	Office Days/School Holidays
	Public/Bank Holidays
	Aurukun Sitting
	Coen Sitting
	Doomadgee Sitting
	Hope Vale Sitting
	Mossman Gorge Sitting

OFFICE	CONTACT NAME	Phone	Mobile	Facsimile
Cairns – Commissioner	Tammy Williams	4081 8413	0447 739 137	4041 0974
Cairns – Deputy Commissioner	Rod Curtin	4081 8400	0419 647 948	4041 0974
Cairns – Registrar	Helen Weedon	4081 8412	0409 461 624	4041 0974
Cairns – Executive Officer (Corporate)	Wayne Massey	4081 8411	0429 495 353	4041 0974
Cairns – Manager (Compliance and Policy) (Tue, Wed, Thu morning)	Camille Banks	4081 8407	0400 355 040	4041 0974
Cairns – Manager (Case Management and Monitoring)	Anne Crampton	4081 8414	0458 041 191	4041 0974
Cairns – Senior Advisor (Statistics and Research)	Michelle Synott	4081 8404		4041 0974
Cairns – ICT Administrator	Mark Doktor	4081 8406	0427 954 870	4041 0974
Cairns – Manager (Coordination)	Michelle Stewart	4081 8410	0438 195 342	4041 0974
Aurukun Local Registry Coordinator	Cara Marks	4060 6185	0428 985 106	4041 0974
Aurukun Local Registry Coordinator	Willy Smith	4060 6185	0417 798 392	4041 0974
Coen Local Registry Coordinator	Linda Saunders	4081 8410	0477 621 580	4041 0974
Doomadgee Local Registry Coordinator	Brenden Joinbee	4745 8111	0418 666 204	4041 0974
Hope Vale Local Registry Coordinator	Kate Gooding	4060 9153	0408 482 026	4041 0974
Mossman Gorge Local Registry Coordinator	Linda Saunders	4081 8410	0477 621 580	4041 0974