

# **Family Responsibilities Commission**

*Report to the Family Responsibilities Board*

## **Quarterly Report**

**No. 70**

**October 2025 to December 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](http://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.<sup>1</sup> This report sets out the Commission's key operational matters for the period October to December 2025.

Quantified in the table below are the activities undertaken by the Commission during quarter 70 with comparisons shown to the previous quarter.

**Table 1:** Activity from 1 July 2025 to 31 December 2025

| Activity for the quarter                                                                                               | Qtr 69 | Qtr 70 |
|------------------------------------------------------------------------------------------------------------------------|--------|--------|
| Total number of notices assessed by the Commission <sup>2</sup>                                                        | 1,862  | 1,829  |
| Number of notices within jurisdiction                                                                                  | 1,314  | 1,316  |
| Number of notices not within jurisdiction                                                                              | 548    | 513    |
| Number of clients notified to the Commission from notices within jurisdiction                                          | 699    | 677    |
| Total number of notices received by the Commission which were unable to be assessed for jurisdiction                   | 0      | 0      |
| <b>Conferences</b>                                                                                                     |        |        |
| Conferences conducted                                                                                                  | 208    | 116    |
| Number of clients served to attend conference                                                                          | 162    | 96     |
| Attendance percentage for conferences                                                                                  | 65%    | 64%    |
| Non-attendance percentage with acceptable (reasonable) excuse for conferences                                          | 26%    | 24%    |
| <b>Conference outcomes</b>                                                                                             |        |        |
| Agreements to attend community support services                                                                        | 42     | 28     |
| Orders made to attend community support services                                                                       | 17     | 13     |
| Referrals to service providers from Family Responsibilities Agreements and Family Responsibilities Orders <sup>3</sup> | 70     | 48     |
| Agreements for Conditional Income Management (CIM)                                                                     | 0      | 0      |
| Orders made for CIM                                                                                                    | 13     | 4      |

<sup>1</sup> Section 144 *Family Responsibilities Commission Act 2008*

<sup>2</sup> 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.

<sup>3</sup> An agreement and a decision can have multiple case plans which in turn can have multiple referrals where a service provider has multiple programs.

| <b>Domestic Violence statistical information as a subset from the total number of conferences conducted, referrals made and CIMs put in place</b> | <b>Qtr 69</b> | <b>Qtr 70</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Conferences for domestic violence matters                                                                                                         | 26            | 31            |
| Referrals from domestic violence conferences                                                                                                      | 13            | 19            |
| CIM's from domestic violence conferences                                                                                                          | 0             | 2             |
|                                                                                                                                                   |               |               |
| <b>Amend/end decisions for Family Responsibilities Agreements and Family Responsibilities Orders</b>                                              |               |               |
| Number of amend/end decisions for Family Responsibilities Agreements and Family Responsibilities Orders                                           | 0             | 1             |
| Accepted                                                                                                                                          | N/A           | 100%          |
| Refused                                                                                                                                           | N/A           | 0%            |
|                                                                                                                                                   |               |               |
| <b>Voluntary Agreements</b>                                                                                                                       |               |               |
| Voluntary agreements for a Voluntary Case Plan (VCP)                                                                                              | 73            | 32            |
| Voluntary referrals to service providers                                                                                                          | 73            | 32            |
| Voluntary agreements for Voluntary Income Management (VIM)                                                                                        | 26            | 11            |
|                                                                                                                                                   |               |               |
| <b>Amend/end decisions for Voluntary Agreements</b>                                                                                               |               |               |
| Number of amend/end decisions for voluntary agreements                                                                                            | 9             | 4             |
| Accepted                                                                                                                                          | 89%           | 75%           |
| Refused                                                                                                                                           | 11%           | 25%           |
|                                                                                                                                                   |               |               |
| <b>Other activity</b>                                                                                                                             |               |               |
| Applications to Amend or End received                                                                                                             | 7             | 5             |
|                                                                                                                                                   |               |               |
| <b>Information as at the last day of the quarter</b>                                                                                              |               |               |
| Number of clients case-managed through current non-voluntary case plan                                                                            | 114           | 81            |
| Number of clients subject to a current CIM                                                                                                        | 15            | 13            |
| Number of clients on a current VIM                                                                                                                | 58            | 45            |

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

# Family Responsibilities Commission Welfare Reforms

Report to 31 December 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 70, 602 clients (89%) were notified to the Commission with only one type of trigger notice. The remaining 75 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 October 2025 to 31 December 2025

| Type of Different Types of Agency Notices Received | Number of clients |
|----------------------------------------------------|-------------------|
| 1                                                  | 602               |
| 2                                                  | 69                |
| 3                                                  | 6                 |
| 4                                                  | 0                 |
| <b>Total</b>                                       | <b>677</b>        |

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

- 68% received a school attendance (EQ) notice
- 10% received a Magistrates Court (MAG) notice
- 5% received a domestic violence order (DVO) notice
- 2% received a child safety and welfare (CS) notice
- 1% received a Childrens Court (CHI) notice
- 1% received a District Court (DIS) notice
- 1% received a domestic violence breach (DVB) notice.

The remaining sole trigger notices assessed as within jurisdiction for Commission clients during the quarter were 3 clients with a housing tenancy breach (HT) notice

Table 3 shows the combination of trigger notices assessed as within jurisdiction for the 75 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 October 2025 to 31 December 2025<sup>4</sup>

| Type of Agency Notice/s | Number of clients |
|-------------------------|-------------------|
| CHI,CS                  | 1                 |
| CHI,DVO                 | 1                 |
| CHI,EQ                  | 5                 |
| CHI,MAG                 | 1                 |
| CS,EQ                   | 16                |
| CS,EQ,MAG               | 2                 |
| CS,MAG                  | 3                 |
| DIS,DVB                 | 2                 |
| DVB,DVO                 | 3                 |
| DVB,DVO,MAG             | 2                 |
| DVB,MAG                 | 18                |
| DVO,EQ                  | 2                 |
| DVO,EQ,MAG              | 2                 |
| DVO,MAG                 | 8                 |
| EQ,HT                   | 1                 |
| EQ,MAG                  | 7                 |
| EQ,SEN                  | 1                 |
| <b>Total</b>            | <b>75</b>         |

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

<sup>4</sup> Refer to the descriptions of abbreviations on the Table of Contents page.

**Table 4:** Number of voluntary agreements (where a client has agreed to a voluntary case plan or voluntary income management) entered into from 1 October 2025 to 31 December 2025<sup>5</sup>

| Voluntary Agreements |           |           |           |
|----------------------|-----------|-----------|-----------|
|                      | VCP       | VIM       | Total     |
| <b>Total</b>         | <b>32</b> | <b>11</b> | <b>43</b> |

**Table 5:** Number of decisions by agreement (where a client has agreed to a case plan or conditional income management) entered into from 1 October 2025 to 31 December 2025<sup>5</sup>

| Decisions by Agreement |           |          |           |
|------------------------|-----------|----------|-----------|
| Community              | CP        | CIM      | Total     |
| AU                     | 13        | 0        | 13        |
| CO                     | 4         | 0        | 4         |
| DM                     | 0         | 0        | 0         |
| HV                     | 9         | 0        | 9         |
| MG                     | 2         | 0        | 2         |
| <b>Total</b>           | <b>28</b> | <b>0</b> | <b>28</b> |

**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 October 2025 to 31 December 2025<sup>5</sup>

| Community    | CCP       | CCP & CIM Concurrently | CIM, Rescheduled | No Further Action | Recommend Support Service | Reprimand | Total     |
|--------------|-----------|------------------------|------------------|-------------------|---------------------------|-----------|-----------|
| AU           | 0         | 0                      | 1                | 5                 | 8                         | 3         | <b>17</b> |
| CO           | 1         | 1                      | 0                | 0                 | 0                         | 0         | <b>2</b>  |
| DM           | 4         | 0                      | 0                | 5                 | 6                         | 0         | <b>15</b> |
| HV           | 5         | 2                      | 0                | 2                 | 2                         | 0         | <b>11</b> |
| MG           | 0         | 0                      | 0                | 0                 | 1                         | 0         | <b>1</b>  |
| <b>Total</b> | <b>10</b> | <b>3</b>               | <b>1</b>         | <b>12</b>         | <b>17</b>                 | <b>3</b>  | <b>46</b> |

**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 October 2025 to 31 December 2025<sup>5</sup>

| Decisions on Order and Agreement Amend/End Applications |          |                   |           |          |                   |          |
|---------------------------------------------------------|----------|-------------------|-----------|----------|-------------------|----------|
| Community                                               | CCP End  | CCP End & CIM End | CIM Amend | CIM End  | No Further Action | Total    |
| <b>Total</b>                                            | <b>0</b> | <b>1</b>          | <b>0</b>  | <b>0</b> | <b>0</b>          | <b>1</b> |

**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 October 2025 to 31 December 2025<sup>5</sup>

| Decisions of Voluntary Amend/End Applications |           |          |                       |          |
|-----------------------------------------------|-----------|----------|-----------------------|----------|
| Community                                     | VIM Amend | VIM End  | VIM No Further Action | Total    |
| <b>Total</b>                                  | <b>0</b>  | <b>3</b> | <b>1</b>              | <b>4</b> |

During quarter 70 the number of interactions highlighted in tables 4 to 8 related to a total of 108 clients (73 female and 35 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.
- 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.

<sup>5</sup> Refer to the descriptions of abbreviations on the Table of Contents page.

- 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 70 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 October 2025 to 31 December 2025 support our assertion:

- 58.3% 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, 52% of clients specifically entered into a voluntary agreement;
- 24.1% 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;
- 1.9% 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:

- 9.3% of clients were ordered to attend a support service under a case plan;
- 0.9% of clients were placed on a CIM order;
- 2.8% of clients were placed on a CIM order and ordered to attend a support service.

## Notices

In quarter 70 the Commission assessed 1,829 agency notices<sup>6</sup> for jurisdiction. Some individuals may have been the subject of more than one agency notice. Of that figure 1,316 notices (72%) relating to 677 clients were within the Commission's jurisdiction, and 513 notices (28%) were outside the Commission's jurisdiction.

**Table 9:** Notices in jurisdiction by type and community 1 October 2025 to 31 December 2025

| Type of Notice                            | AU         | CO        | DM <sup>7</sup> | HV         | MG        | Total       |
|-------------------------------------------|------------|-----------|-----------------|------------|-----------|-------------|
| Supreme Court notices                     | 0          | 0         | 0               | 0          | 0         | <b>0</b>    |
| District Court notices                    | 22         | 0         | 0               | 2          | 0         | <b>24</b>   |
| Childrens Court                           | 76         | 0         | 29              | 12         | 3         | <b>120</b>  |
| Magistrates Court notices                 | 224        | 3         | 0               | 64         | 14        | <b>305</b>  |
| Domestic Violence Breach notices          | 31         | 0         | 0               | 17         | 1         | <b>49</b>   |
| Domestic Violence Order notices           | 32         | 1         | 0               | 18         | 4         | <b>55</b>   |
| School Attendance notices                 | 205        | 31        | 300             | 162        | 20        | <b>718</b>  |
| School Enrolment notice                   | 0          | 0         | 0               | 1          | 0         | <b>1</b>    |
| Child Safety and Welfare notices          |            |           |                 |            |           |             |
| Child Concern Reports                     | 13         | 0         | 2               | 10         | 1         | <b>26</b>   |
| Finalised Child Protection Investigations | 7          | 0         | 2               | 5          | 0         | <b>14</b>   |
| Housing Tenancy notices                   | 0          | 0         | 0               | 4          | 0         | <b>4</b>    |
| <b>Total</b>                              | <b>610</b> | <b>35</b> | <b>333</b>      | <b>295</b> | <b>43</b> | <b>1316</b> |

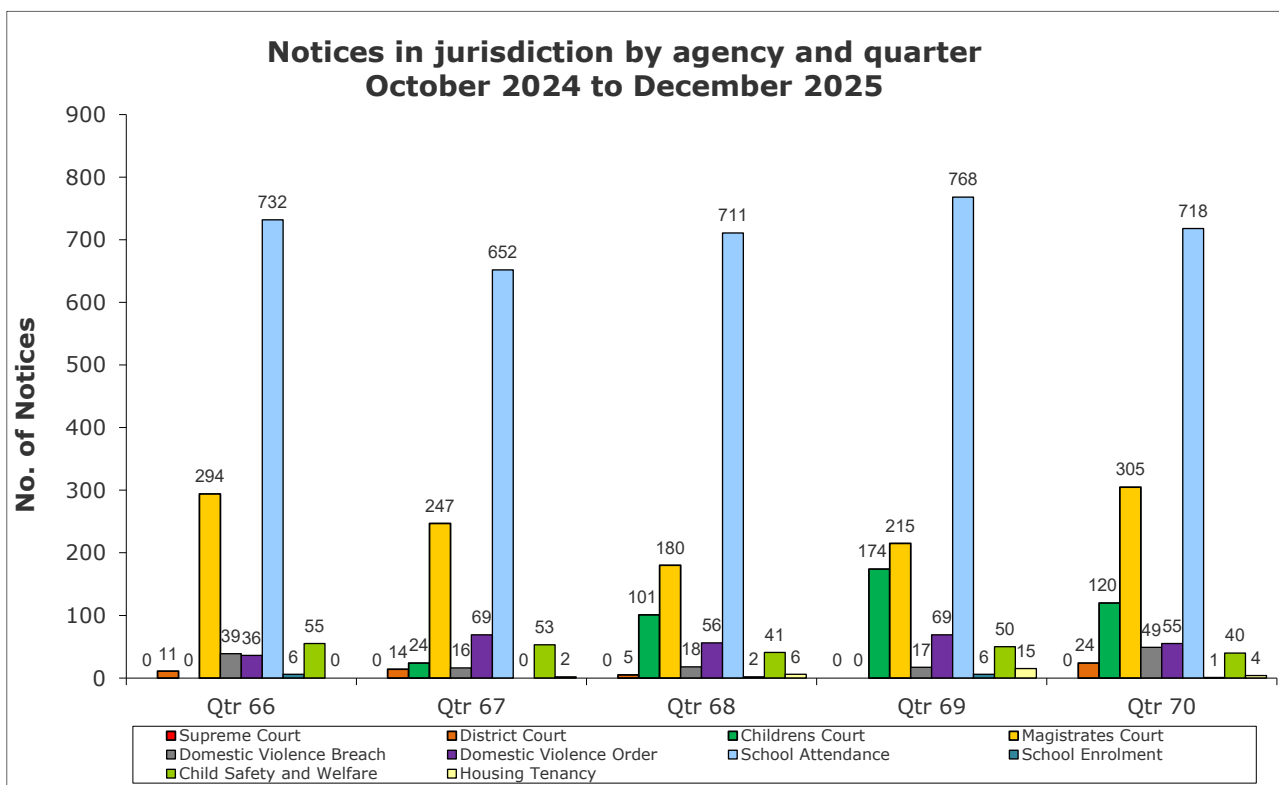
### Further details of notices within jurisdiction for each community are set out below:

- 610 notices were assessed as within jurisdiction for Aurukun relating to 250 clients (146 female and 104 male)
- 35 notices were assessed as within jurisdiction for Coen relating to 27 clients (18 female and 9 male)
- 333 notices were assessed as within jurisdiction for Doomadgee relating to 207 clients (155 female and 52 male)
- 295 notices were assessed as within jurisdiction for Hope Vale relating to 171 clients (106 female and 65 male)
- 43 notices were assessed as within jurisdiction for Mossman Gorge relating to 22 clients (13 female and 9 male).

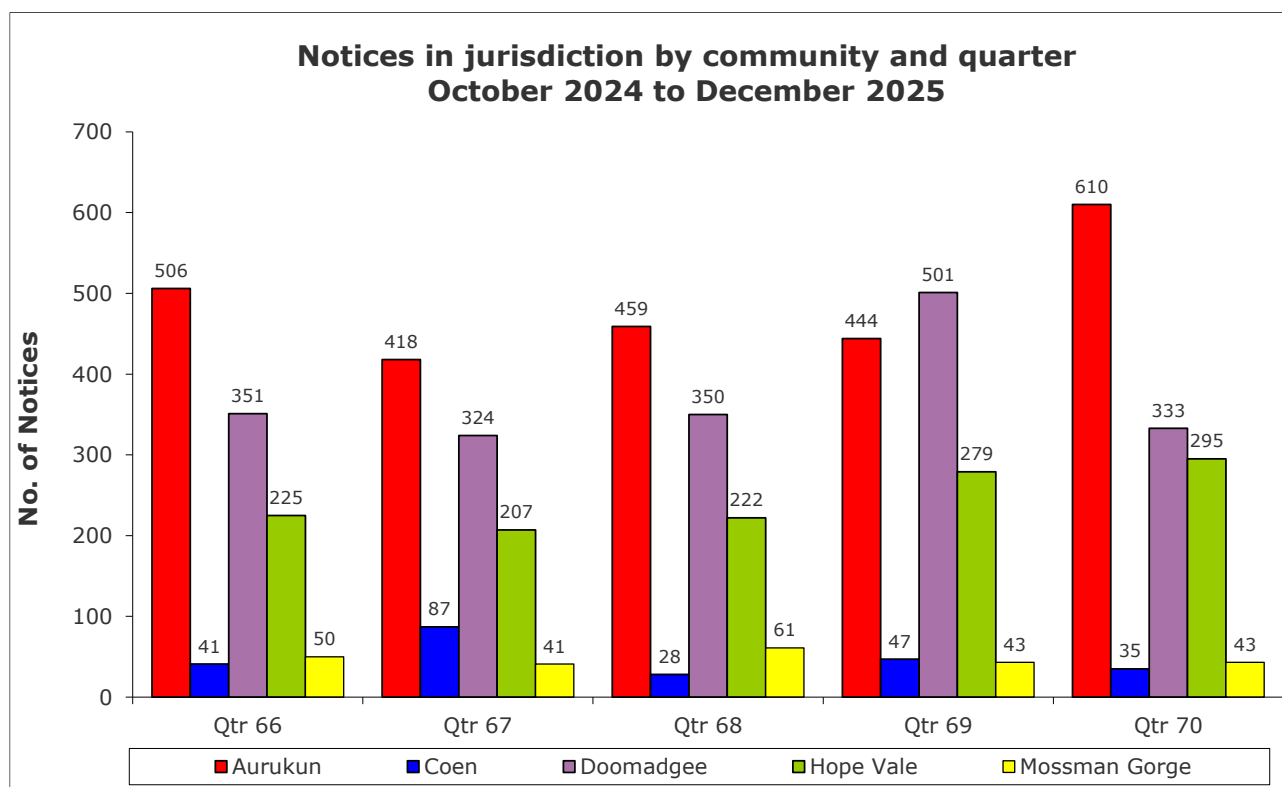
For quarter 70, 40% of clients were assessed as receiving more than one notice within jurisdiction. Frequently this illustrates multiple child school absences for the one family, or multiple Magistrates Court notices relating to one incident. This may also be suggestive of the complexity of behaviours 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-one new clients were added to the Commission's database during the quarter.

<sup>6</sup> 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.

<sup>7</sup> 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 October 2024 to 31 December 2025



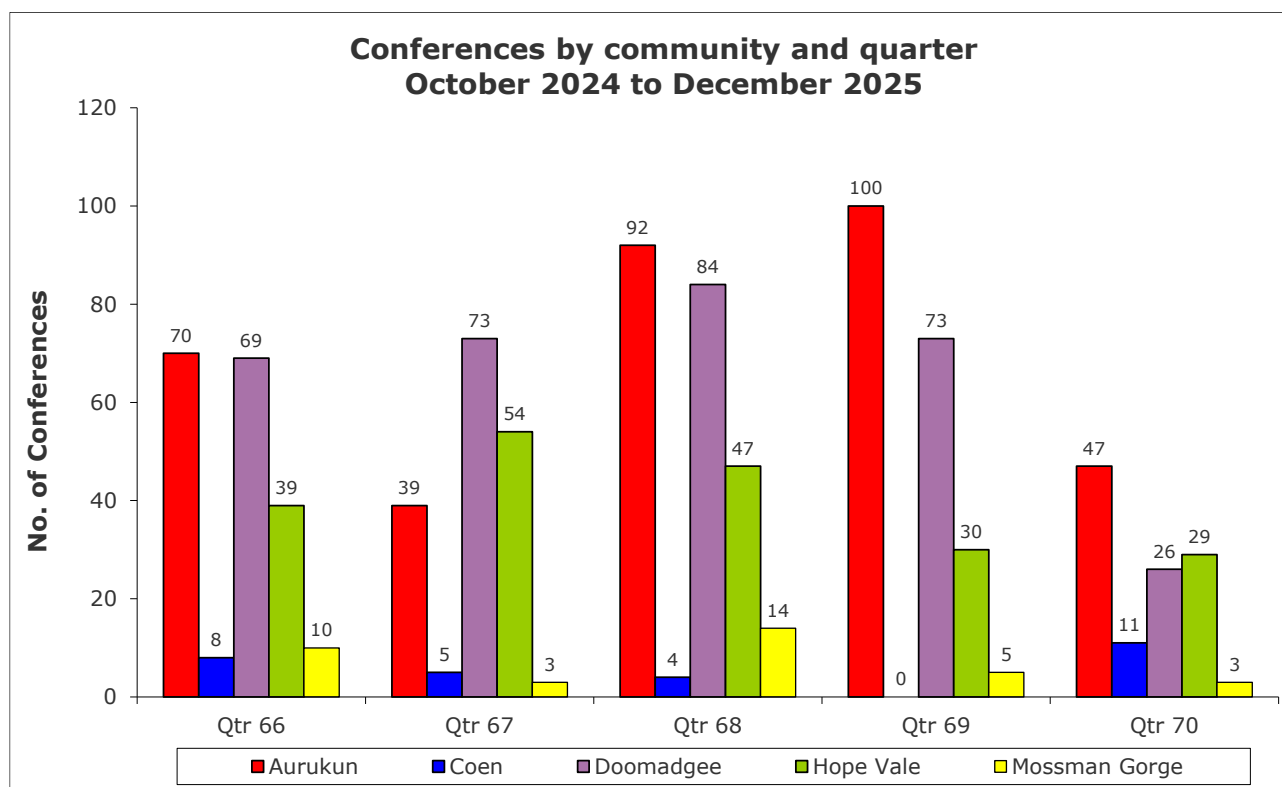
**Graph 2:** Notices in jurisdiction by community and quarter 1 October 2024 to 31 December 2025

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

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

## Conferences

In quarter 70 116 conferences<sup>8</sup> were held across the five communities (relating to 96 clients served to attend conference). Attendance at conference decreased from 65.4% in quarter 69 to 63.8% in quarter 70.

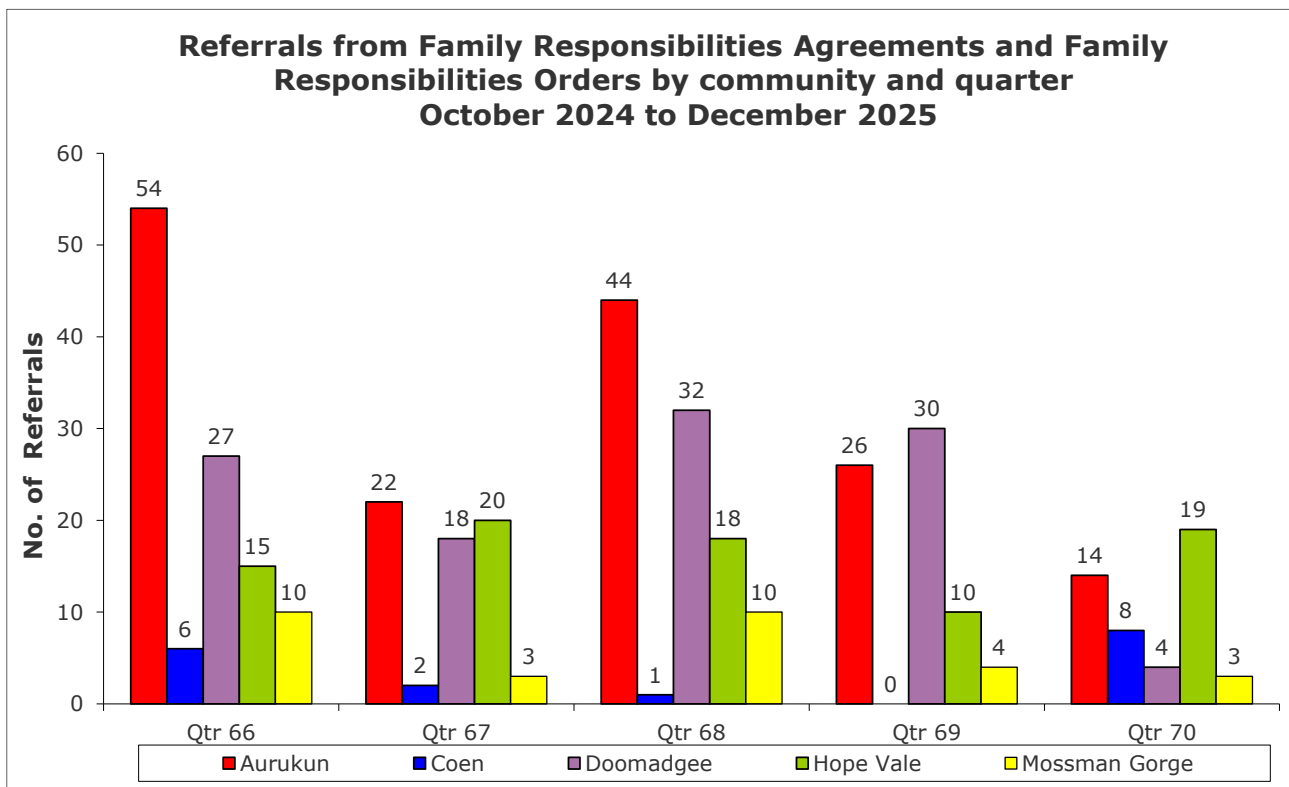


**Graph 3:** Conferences by community and quarter 1 October 2024 to 31 December 2025

## Referrals from 'Family Responsibilities' Agreements and Orders

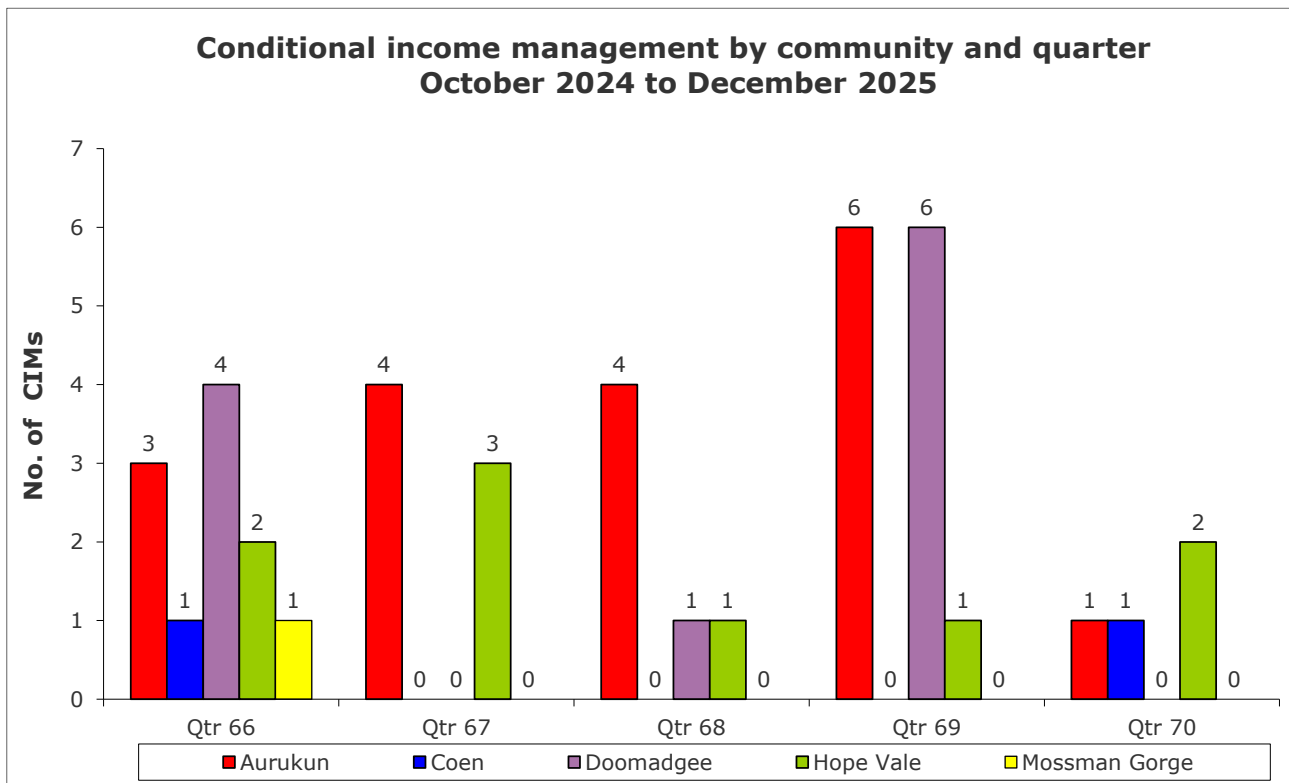
A total of 48 referrals (to service providers from 'Family Responsibilities' Agreements (FRAs) and Orders) relating to 41 clients were made in quarter 70. The Local Commissioners continue to raise concerns regarding the availability of appropriate perpetrator intervention programs suitable for client 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.

<sup>8</sup> 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 October 2024 to 31 December 2025

### Conditional Income Management from 'Family Responsibilities' Agreements and Orders



**Graph 5:** Conditional income management by community and quarter 1 October 2024 to 31 December 2025

Local Commissioners continue to use Conditional Income Management (CIM) as a decision of last resort. A total of 4 new CIMs (orders) relating to 4 clients were made in quarter 70 with 75% set to quarantine 60% of welfare payments and 25% set to quarantine 75% of welfare payments (see graph 8) and 50% set for both a 3-month and 6-month duration (see graph 6).

As at 31 December 2025 there were 13 clients subject to a current CIM who were responsible for 28 children in their care (21 of whom were school aged children). Of the 13 clients 38% were income managed at 60%, 24% were income managed at 75% and 38% were income managed at 90% whilst duration ranged from 15% for a 3-month duration, 77% for a 6-month duration and 8% 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**

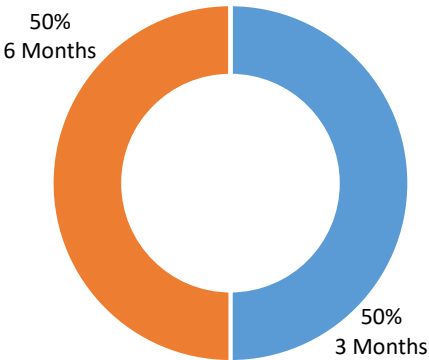
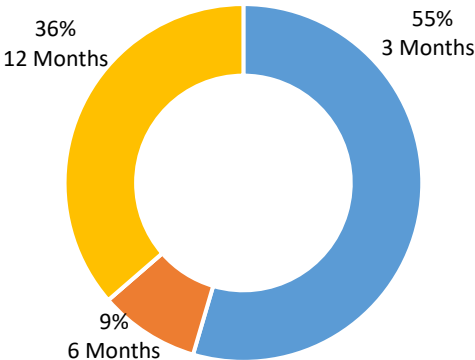
The FRC Act sets out a process under which a community member can voluntarily seek help from the Commission for a referral to a community support service through a Voluntary Case Plan (VCP) or be subject to Voluntary Income Management (VIM). During quarter 70, 32 VCPs were entered into for 32 community support services under a case plan relating to 29 clients.

**Voluntary Income Management**

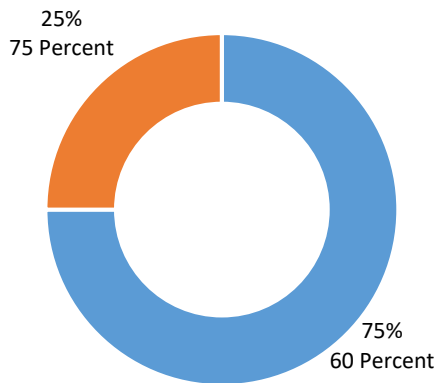
During this reporting period the Commission processed 11 VIM agreements with 91% of agreements quarantining 60% of welfare payments (see graph 9) whilst duration ranged from 55% for a 3-month duration, 9% for a 6 month duration and 36% for a 12-month duration (see graph 7). As at 31 December 2025 there were 45 clients on a current VIM agreement who had 32 children in their care (21 of whom were school aged children).

**Status of the SmartCard in FRC Communities for quarter 70**

Fifteen SmartCards (4 for CIM and 11 for VIM) were processed for the period 1 October 2025 to 31 December 2025, including orders and agreements that were still awaiting Centrelink action as at 31 December.

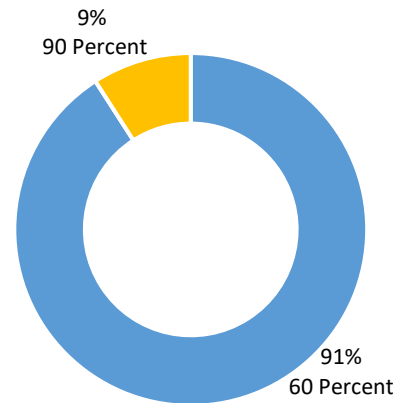
| <p><b>CIM Duration</b></p>  <table><tr><th>Duration</th><th>Percentage</th></tr><tr><td>6 Months</td><td>50%</td></tr><tr><td>3 Months</td><td>50%</td></tr></table>                                             | Duration                                                                                   | Percentage | 6 Months | 50% | 3 Months | 50% | <p><b>VIM Duration</b></p>  <table><tr><th>Duration</th><th>Percentage</th></tr><tr><td>3 Months</td><td>55%</td></tr><tr><td>12 Months</td><td>36%</td></tr><tr><td>6 Months</td><td>9%</td></tr></table> | Duration | Percentage | 3 Months | 55% | 12 Months | 36% | 6 Months | 9% |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------|----------|-----|----------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|----------|-----|-----------|-----|----------|----|
| Duration                                                                                                                                                                                                                                                                                            | Percentage                                                                                 |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| 6 Months                                                                                                                                                                                                                                                                                            | 50%                                                                                        |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| 3 Months                                                                                                                                                                                                                                                                                            | 50%                                                                                        |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| Duration                                                                                                                                                                                                                                                                                            | Percentage                                                                                 |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| 3 Months                                                                                                                                                                                                                                                                                            | 55%                                                                                        |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| 12 Months                                                                                                                                                                                                                                                                                           | 36%                                                                                        |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| 6 Months                                                                                                                                                                                                                                                                                            | 9%                                                                                         |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| <p><b>Graph 6:</b> Breakdown of CDC CIMs by duration 1 October 2025 – 31 December 2025</p>                                                                                                                                                                                                          | <p><b>Graph 7:</b> Breakdown of CDC VIMs by duration 1 October 2025 – 31 December 2025</p> |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |
| <p>Although initially (March 2021) 66% of VIM applications entered into were for a 3-month duration, the VIM chart above for quarter 70 shows that 55% were entered into for a 3-month duration, 9% were entered into for a 6-month duration and 36% were entered into for a 12-month duration.</p> |                                                                                            |            |          |     |          |     |                                                                                                                                                                                                                                                                                                |          |            |          |     |           |     |          |    |

CIM Percentage



**Graph 8:** Breakdown of CDC CIMs by percentage 1 October 2025 – 31 December 2025

VIM Percentage



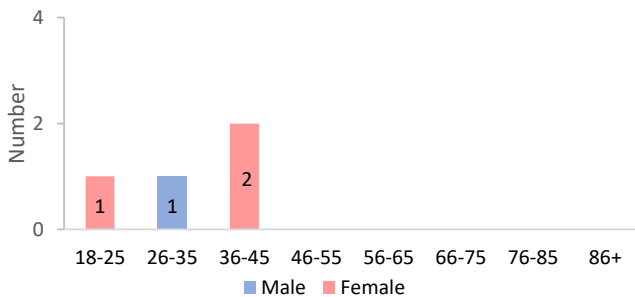
**Graph 9:** Breakdown of CDC VIMs by percentage 1 October 2025 – 31 December 2025

This quarter saw 75% of CIM orders issued quarantining 60% of a client's welfare payment with 25% quarantining 75% of a client's welfare payment.

This quarter female community members accounted for the majority of the CIMs with 75% relating to female clients . No community member older than 65 years was conditionally income managed by the FRC during the quarter.

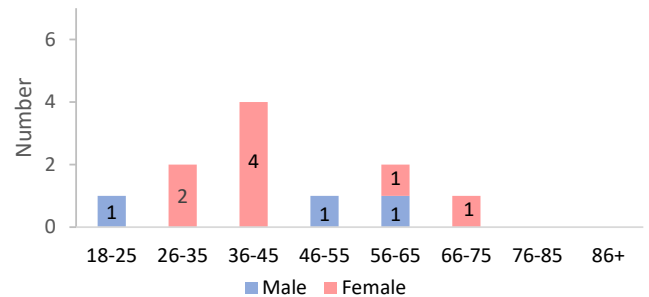
The majority of community members voluntarily participating in voluntary income management this quarter were from the 36-45 age cohort. Females accounted for 73% of the VIMs. Overall females accounted for 73% of all SmartCards (voluntary and conditional) in quarter 70.

CIMs by Age Cohort and Gender



**Graph 10:** Breakdown of CDC CIMs by age cohorts and gender 1 October 2025 – 31 December 2025

VIMs by Age Cohort and Gender



**Graph 11:** Breakdown of CDC VIMs by age cohorts and gender 1 October 2025 – 31 December 2025

Reasons for applying for the SmartCard were primarily to budget (64%), to buy food (55%), to pay for bills (55%) and to save for something they needed (45%). Circumstances given by voluntary income management participants when applying for the SmartCard were to support themselves (73%), they needed to support their children (36%), they need to support their family (27%) and they liked the SmartCard (27%). Please note, a client may choose one or more options to reflect their individual reasons and circumstances for participating in voluntary income management.

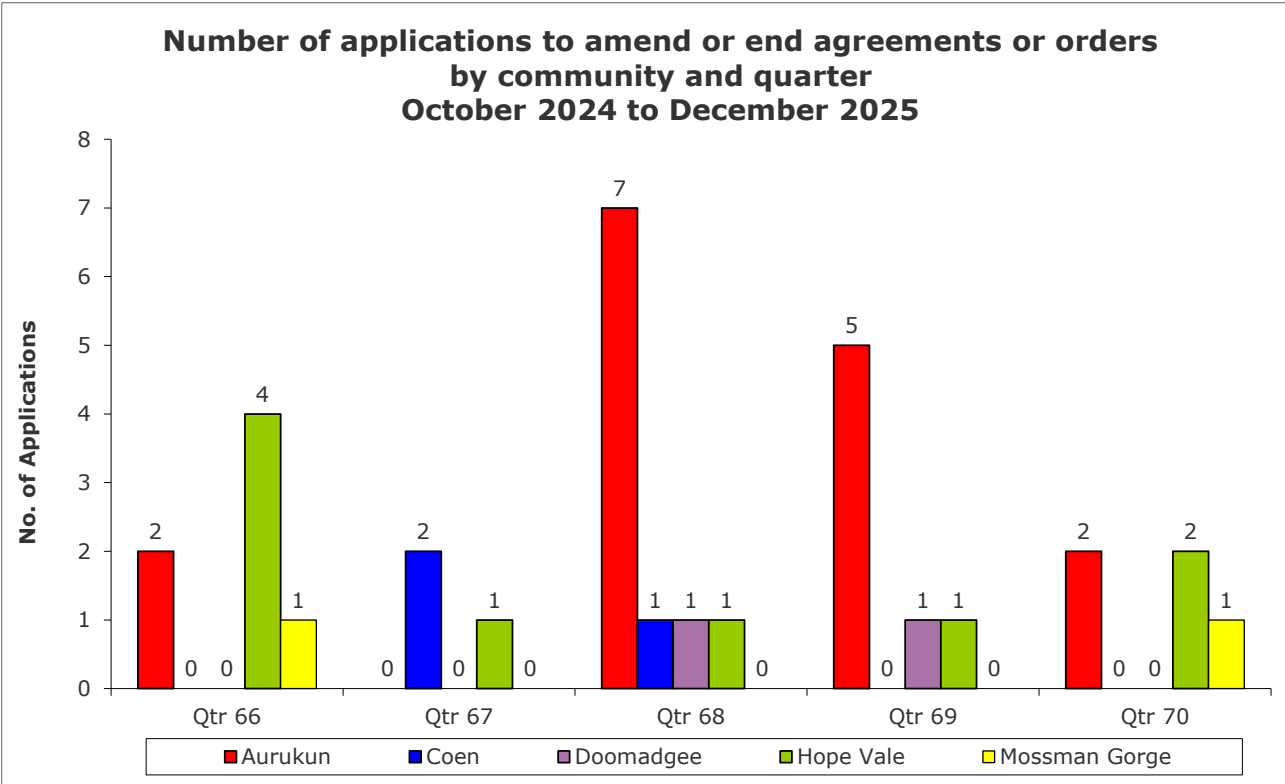
Case Management

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 31 December 2025, 81 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.

Five applications relating to 5 clients (5 female) to amend or end an Agreement, Order or Voluntary Agreement were received in quarter 70. 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 October 2024 to 31 December 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 1 amend/end application for a Family Responsibilities Agreement or Family Responsibilities Order was decided in quarter 70 with the application accepted and the conditional case plan and conditional income management order ended.

Four amend/end applications for voluntary agreements were decided in the reporting period with 3 out of the 4 applications made by clients accepted by the FRC. A breakdown of the accepted decisions of the applications is as follows:

- 3 Applications were accepted and voluntary income management agreements ended.

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 October 2025 to 31 December 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 <sup>9</sup>                                   | 438          | 239        |  | 38                 | 39               |
| Clients conferenced <sup>10</sup>                                                                            | 63           | 33         |  | 34                 | 37               |
| Clients referred through Family Responsibilities Agreements and Family Responsibilities Orders <sup>11</sup> | 27           | 14         |  | 33                 | 33               |
| Clients placed on CIM <sup>12</sup>                                                                          | 3            | 1          |  | 31                 | 31               |
| Clients referred through a Voluntary Agreement for a case plan <sup>13</sup>                                 | 20           | 9          |  | 36                 | 32               |
| Clients who chose to participate in VIM <sup>14</sup>                                                        | 8            | 3          |  | 43                 | 42               |
| Clients who submitted an amend/end application <sup>15</sup>                                                 | 5            | 0          |  | 50                 | 0                |

### Estimated resident populations:

**Aurukun:** The community of Aurukun had an estimated resident adult population of 813 people as at 30 June 2024<sup>16,17</sup>.

**Coen:** The township of Coen had an estimated resident adult population of 208 people as at 30 June 2024<sup>16,18</sup>.

**Doomadgee:** The community of Doomadgee had an estimated resident adult population of 929 people as at 30 June 2024<sup>16,17</sup>.

**Hope Vale:** The estimated resident adult population of Hope Vale was 677 people as at 30 June 2024<sup>16,17</sup>.

**Mossman Gorge:** The Mossman Gorge community had an estimated resident population of 102 people as at 30 June 2024<sup>16,19</sup>.

<sup>9</sup> 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.

<sup>10</sup> 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.

<sup>11</sup> 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.

<sup>12</sup> 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.

<sup>13</sup> 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.

<sup>14</sup> 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.

<sup>15</sup> 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.

<sup>16</sup> 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.

<sup>17</sup> 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.

<sup>18</sup> 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.

<sup>19</sup> 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

### From Country to Chamber : A Landmark Success

The FRC is proud to report the resounding success of the inaugural *From Country to Chamber* program, held in Brisbane from Sunday, 26 October to Thursday, 30 October 2025. This landmark initiative, the largest and most complex stakeholder program in the Commission's history, brought together Local Commissioners from remote communities, registry staff, and key government stakeholders for a week of professional development, engagement, and collaboration. The program coincided with the sitting of the Queensland Parliament and fulfilled the Commissioner's statutory obligations under s22(1)(b) of the *Family Responsibilities Commission Act 2008* to ensure that Local Commissioners and registry staff receive regular and appropriate training.

The program was designed to empower Local Commissioners, amplify First Nations voices, and foster stronger partnerships between grassroots leaders and Brisbane-based decision-makers. It provided a unique platform for Local Commissioners to engage directly with senior government officials, contribute to high-level policy discussions, and share their invaluable insights on the challenges and opportunities within their communities.

Key highlights of the program included:

- **The official launch of the My Justice Journey program:** This innovative partnership between the FRC and the Aboriginal and Torres Strait Islander Legal Service (ATSILS) was unveiled on Monday, 27 October. The program empowers First Nations people to actively participate in the criminal justice system, and its launch was met with widespread acclaim from attendees and stakeholders alike.
- **A briefing with the Education, Arts, and Communities Committee:** Held in the Red Chamber at Parliament House, this session provided Local Commissioners with an opportunity to learn about the Committee's role and functions, followed by attendance at the opening of Parliament and observing proceedings from the public gallery.
- **Closing the Gap Roundtable Discussions:** These discussions, held at Parliament House, brought together Local Commissioners, senior registry staff, and key government stakeholders, including Director-Generals and Commissioners from portfolios such as justice, child safety, youth justice, and corrections. The roundtables provided a platform for meaningful dialogue, with Local Commissioners offering practical solutions and high-level policy advice to address critical issues impacting their communities.

To further support and inform the discussions the FRC presented position papers at each table. These papers outlined key considerations, provided insights into the subject matter and highlighted the FRC's involvement in addressing these issues. The position papers also included references to relevant submissions made by the Commission, ensuring participants had access to comprehensive information to guide their discussions. The FRC's contributions were instrumental in shaping the conversations, offering perspective on the challenges faced by communities and proposing strategies to support Closing the Gap initiatives.

- **Tailored professional development sessions:** A series of workshops and presentations on Wednesday, 29 October, enhanced the skills and knowledge of Local Commissioners and registry staff, equipping them to better serve their communities.
- **A Minister-hosted dinner at Parliament House:** This event celebrated the contributions of Local Commissioners and the FRC, with the Honourable Fiona Simpson MP, Minister for Women, Women's Economic Security, Minister for Aboriginal and Torres Strait Islander Partnerships, and Minister for Multiculturalism personally commending the role of the FRC in empowering First Nations communities.

The program received overwhelmingly positive feedback from Local Commissioners, senior government officials, and Minister Simpson. Local Commissioners expressed their appreciation for the opportunity to connect with peers, share experiences, and engage directly with decision-makers, while stakeholders praised the program for its innovative approach and the valuable insights shared during the roundtable discussions.

The success of *From Country to Chamber* was further highlighted in an article featured in *The Australian* newspaper about the FRC, My Justice Journey and the Round Table sessions. The article accompanied an opinion piece written by Commissioner Tammy Williams and Noel Pearson recognising the My Justice Journey program as a groundbreaking step towards bridging the gap between grassroots community leadership and formal governance structures.

The FRC would like to extend its gratitude to all those who contributed to the success of this program, including the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) for their invaluable support, and the dedication and teamwork demonstrated by FRC staff who were instrumental in ensuring the seamless delivery of this ambitious initiative.

The *From Country to Chamber* program has set a new benchmark for the FRC's stakeholder engagement and professional development efforts. It has strengthened the capacity of Local Commissioners, fostered collaboration with government stakeholders, and reinforced the FRC's commitment to empowering First Nations voices to create a strong and sustainable future.

### **My Justice Journey Video**

To support and coincide with the official launch of the *My Justice Journey* initiative, the FRC developed a video to highlight the program's purpose, impact, and the vital role of Local Commissioners in delivering culturally responsive justice.

The Commission engaged Resonant Films to produce the video, recognising their high-quality work, cultural insight, and extensive experience working with remote communities. Resonant Films' familiarity with the FRC's work and their strong relationships with Local Commissioners ensured the production was both culturally appropriate and authentic. The Compliance and Legal Policy (CLP) team drafted an initial storyboard and collaborated closely with the production team throughout the filming and editing process to ensure the video accurately reflected the program's goals and values.

The completed video has been published on the FRC website and YouTube, where it has garnered significant interest. Feedback has been overwhelmingly positive, with particular attention from the legal profession, community organisations, and other stakeholders. The video has been praised for its ability to communicate the importance of culturally safe and community-driven approaches to justice in a compelling and accessible way.

The FRC is proud to share this video as a key resource for raising awareness about *My Justice Journey* and its role in improving justice outcomes for Aboriginal and Torres Strait Islander peoples in Welfare Reform Communities.

### **Child Safe Organisations Training Day**

On Friday, 14 November 2025, the Commission held a dedicated training day focusing on the Child Safe Organisation legislation and framework. The session was delivered by the National Association for Prevention of Child Abuse and Neglect (NAPCAN), Queensland's leading organisation in promoting child safety and wellbeing.

The training was designed to strengthen staff understanding of the Child Safe Standards, the new legislation, and organisational requirements. It provided practical tools and strategies to ensure the FRC continues to uphold the highest standards of care in our work with children. Key topics covered during the session included:

- Understanding the Child Safe Standards and their practical application.
- Strategies for creating and maintaining child-safe environments.
- Identifying and responding to risks to children.
- Embedding child-safe principles into organisational culture and practices.

This training was a mandatory requirement for all staff, aligning with the Child Safe Standards and ensuring compliance with the new legislation. It also reinforced the Commission's commitment to prioritising the safety and wellbeing of children in all aspects of our work.

Feedback from participants was overwhelmingly positive, with staff reporting that the session was highly informative and provided valuable insights into implementing child-safe practices. The training has equipped our team with the knowledge and confidence to continue fostering a safe and supportive environment for children.

### **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 recommended amending section 43(1) of the *Family Responsibilities Commission Act 2008* (FRC Act) to ensure the FRC is notified of all Police Protection Directions (PPDs) issued within its jurisdiction. During a hearing on 3 June 2025, Deputy Commissioner Curtin and Camille Banks, Compliance and Legal Policy Manager, elaborated on the submission, emphasising that the lack of recognition of PPDs as agency notices limited the FRC's ability to intervene early in domestic and family violence cases.

Following the Committee's report on the DFVOLA Bill in late June 2025 and the recommendation to amend the FRC Act, the FRC collaborated with DWATSIPM, the Queensland Police Service (QPS), and the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS) to provide advice on drafting instructions for the proposed amendments.

On 4 September 2025, the *Domestic and Family Violence and Other Legislation Amendment Act 2025* was passed, introducing a new section 43A to the FRC Act. This provision requires the QPS to notify the FRC when a PPD is issued if the domestic violence incident occurred in a Welfare Reform Community area, or if the respondent resides or has previously resided in one of these areas.

The inclusion of section 43A marks a significant step forward in the FRC's ability to respond to domestic and family violence in Welfare Reform Communities. By receiving timely notifications of PPDs, the FRC can provide culturally appropriate support, engage Local Commissioners, and take early action to address the underlying causes of violence. This amendment reflects the importance of collaborations between government agencies to improve safety and wellbeing in vulnerable communities.

The FRC acknowledges the efforts of all stakeholders involved in this legislative reform and looks forward to implementing these changes to enhance its capacity to support individuals and families in need.

## **Update on CRM Upgrade**

At the time the Request for Quote was prepared and released for the CRM upgrade in 2024, the project proceeded on the basis that the Dynamics 365 Online (cloud based) solution would provide a more sustainable long term solution. This decision was influenced by advice during the tender process that support for the on-premises version of Dynamics 365 would end in January 2026, rendering it an unviable long-term solution. Since then, significant progress has been made on the online solution, including migration efforts and review of workflows, reporting components, integrations and related functionality.

However, during testing of the Dynamics CRM upgrade, the FRC identified that the Dynamics 365 online solution did not meet its unique operational requirements. Testing revealed significant key issues including performance concerns, workflow limitations, and the added complexity of requiring an additional environment to support the Commission's highly customised forms and reporting processes. In light of these findings, the FRC consulted with the project contractor to re-assess the most appropriate way forward. During those discussions, the project contractor advised that Microsoft had extended support for Dynamics 365 for Customer Engagement Apps version 9.x on premises until 9 January 2029. This revised support timeline, combined with the complexity and maturity of the FRC's existing CRM environment, led the contractor to recommend upgrading to the latest supported on-premises version as the more suitable and practical option. Based on this advice the FRC determined that transitioning to the on-premises solution would be the safest and most reliable approach to ensure ongoing operational success.

Because much of the upgrade work required for the on-premises solution has already been completed as part of the development of the online solution, the revised delivery approach is not expected to incur significant additional costs, although some further configuration, validation and testing work may still be necessary.

This revised approach ensures that the FRC can maintain a stable and reliable CRM environment and meet its operational requirements while leveraging the extended support timeline provided by Microsoft.

### 3. Governance

#### Governance

Part 12 of the 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 70 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              CEO, National Indigenous Australians Agency
- Mr Noel Pearson                      Founder, Cape York Partnership representing the Cape York Institute.

#### Operational

In meeting obligations under Part 3 of the 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 October 2025 to 31 December 2025) totalled \$1,705,383. This income consisted of:
  - \$1,103,875 Queensland Government funding
  - \$530,450 Australian Government funding
  - \$71,039 interest received
  - \$19 sundry income.

The balance of available funds in the bank as at 31 December 2025 is \$6,060,156.

### Expenditure:

- Expenditure for the quarter (1 October 2025 to 31 December 2025) was \$1,722,103

**Table 11:** Expenditure in quarter 70

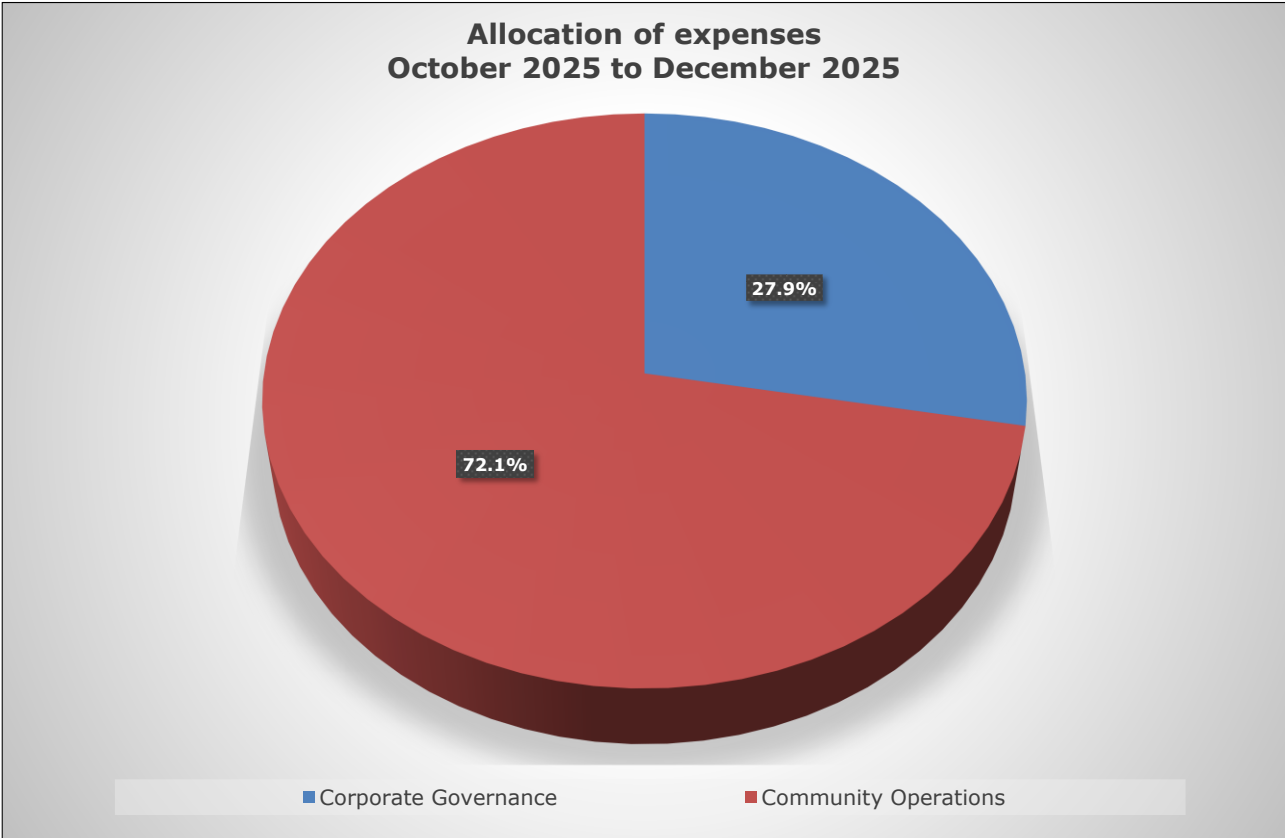
| 1 October 2025 to<br>31 December 2025   | Expenditure<br>Qtr 70 | 1 October 2025 to<br>31 December 2025 | Expenditure<br>Qtr 70 |
|-----------------------------------------|-----------------------|---------------------------------------|-----------------------|
| Employee expenses – FRC staff           | \$829,352             | Travel                                | \$228,934             |
| Employee expenses – Local Commissioners | \$141,792             | IT and Communications                 | \$56,583              |
| Other employment costs (Agency)         | \$245,702             | Property                              | \$78,267              |
| Other supplies and services             | \$141,473             | <b>Total</b>                          | <b>\$1,722,103</b>    |

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.

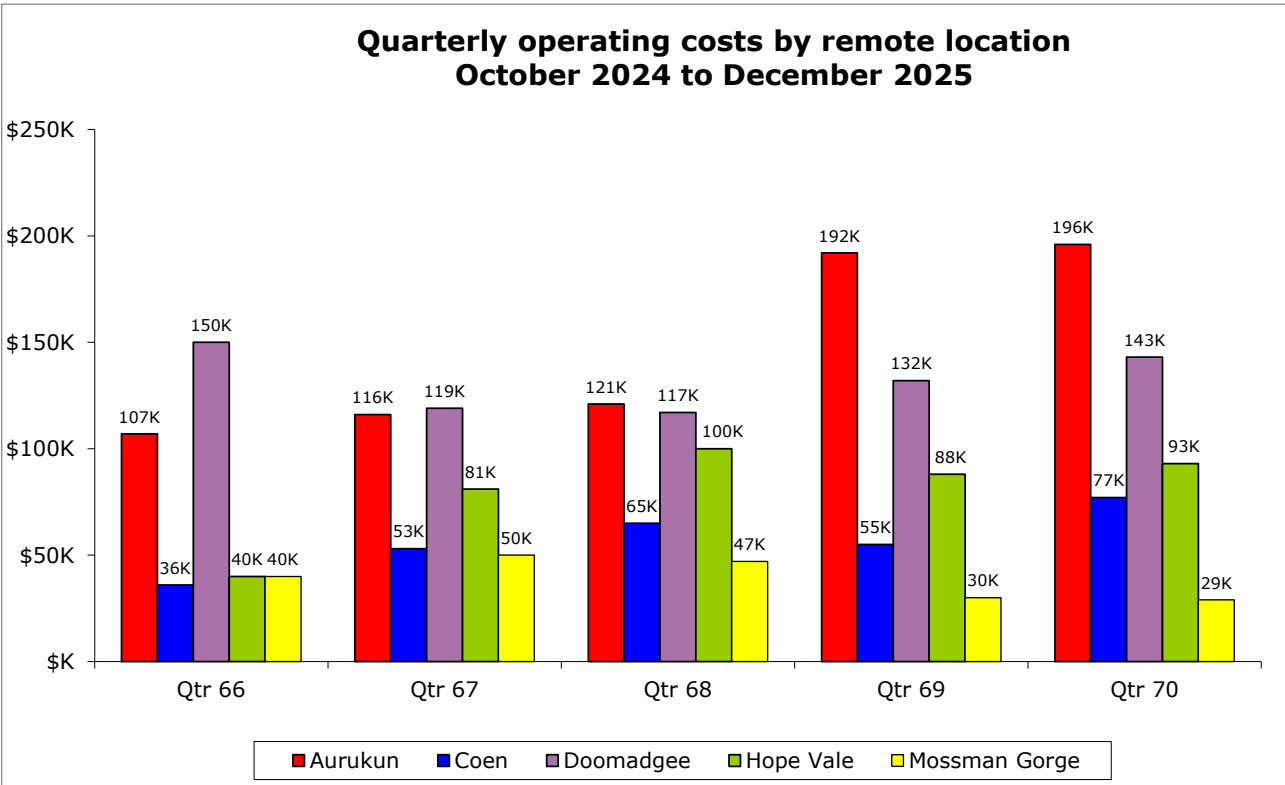
The functions of corporate governance and conference and hearing facilitation are conducted primarily in the registry office in Cairns with frequent visits to community by staff. Community operations are conducted by Local Registry Coordinators and Local Commissioners, resident in their respective communities, 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 70, the largest allocation during the reporting period is in relation to community operations (72.1%).



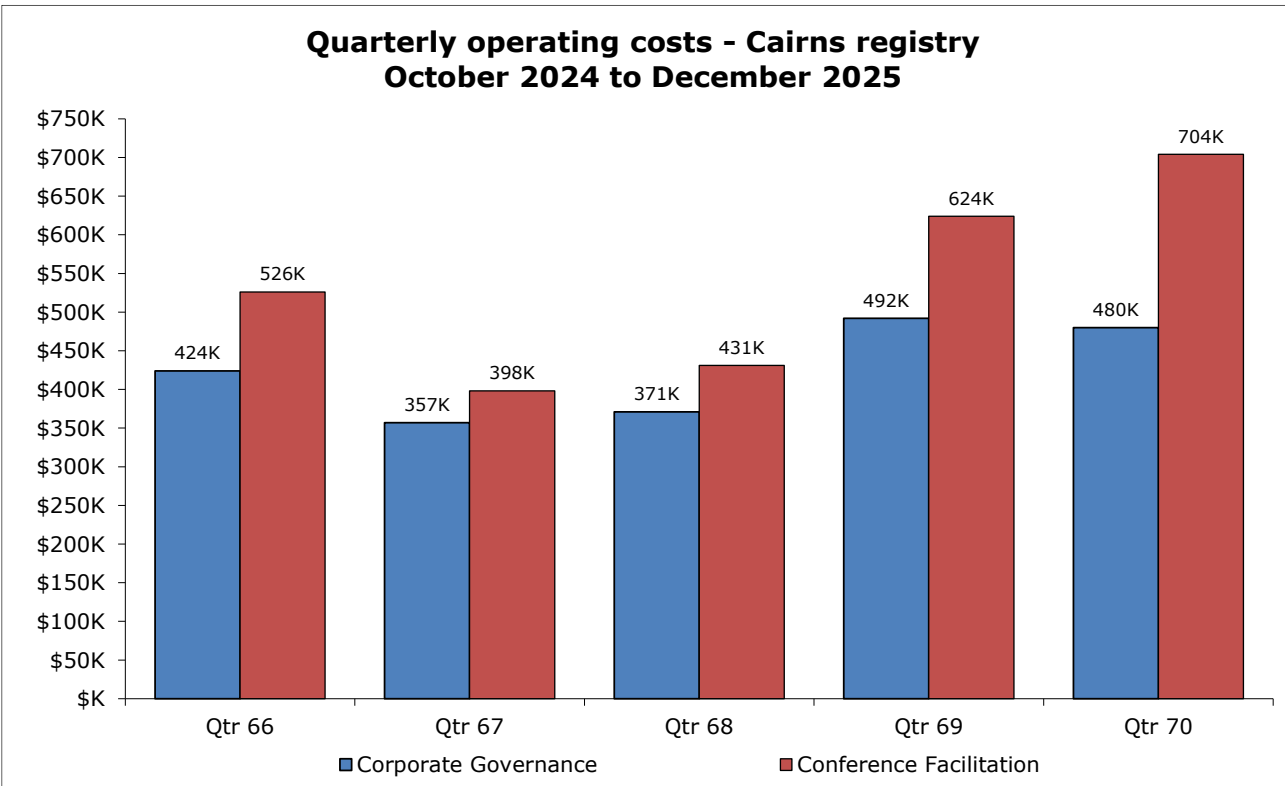
**Graph 13:** Allocation of expenses 1 October 2025 to 31 December 2025

Regional operational expenditure by location and quarter.



**Graph 14:** Operating costs by remote location 1 October 2024 to 31 December 2025

Cairns registry expenditure for quarter 70 compared to the previous four quarters.



**Graph 15:** Quarterly operating costs Cairns 1 October 2024 to 31 December 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<br>Hope Vale Circuit                                                            |
| 7 July         |                                                                         | 8 day CE                           | 9 day CE                                           | 10 day CE                                                                      | Special Holiday<br>DM Only | 11 NAIDOC Day – DM<br>Aurukun Cape B & Coen Cape A Circuit<br>Doomadgee Gulf Circuit             |
| 14 July        | 14 ½ day CE<br>14 CE                                                    | 15 Conf<br>15 Conf                 | 16 ½ day Conf<br>16 CE                             |                                                                                | Show Holiday               | 18 Cairns Show Day                                                                               |
| 21 July        | 21 ½ day CE<br>21 ½ day CE<br>21 ½ day CE<br>Special Holiday<br>MG Only | 22 Conf<br>22 CE<br>22 CE<br>22 CE | 23 Conf<br><br>23 Conf<br>23 CE                    | 24 ½ day CE<br>24 Conf<br>24 CE<br>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<br>AU Only<br><br>4 ½ day CE                            | 5 CE<br>5 CE<br>5 CE<br>5 CE       | 6 CONF<br>6 Conf<br>6 CE                           | <br>7 Conf<br><br>7 CE                                                         |                            | 4 Aurukun Day Special Holiday<br>Estimates: Tue 29/07/2025 – Thurs 7/08/2025<br>Cooktown Circuit |
| 11 August      | 11 ½ day CE                                                             | 12 CE                              | 13 CE                                              | 14 ½ day CE                                                                    |                            | Aurukun Cape B Circuit<br>Doomadgee Gulf Circuit                                                 |
| 18 August      | 18 ½ day CE<br>18 ½ day CE<br>18 ½ day CE                               | 19 Conf<br>19 CE<br>19 CE          | 20 Conf<br>20 Conf<br>20 Conf                      | 21½ day CE<br>21 Conf<br>21 CE                                                 |                            |                                                                                                  |
| 25 August      | 25 ½ day CE                                                             | 26 Conf<br>26 CE                   | 27 CE<br>27 CE                                     | 28 ½ day CE<br>28 CE                                                           | Special Holiday<br>DM Only | 29 Doomadgee Day Special Holiday                                                                 |
| 1 September    | 1 ½ day CE<br>1 ½ day CE<br>1 CE                                        | 2 CE<br>2 CE<br>2 CE               | 3 CE<br>3 Conf<br>3 Conf                           | 4 ½ day CE<br>4 Conf<br>4 CE                                                   |                            | Cooktown Circuit<br>Hope Vale Circuit                                                            |
| 8 September    | 8 ½ day CE                                                              | 9 CE                               | 10 CE                                              | 11 ½ day CE                                                                    |                            | Aurukun Cape B & Coen Cape A Circuit<br>Doomadgee Gulf Circuit                                   |
| 15 September   | <br>15 ½ day CE<br>15 ½ day CE                                          | CE<br>16 CE<br>16 CE               | 17 Conf<br>17 Conf<br>17 ½ day Conf<br>17 ½ day CE | Special Holiday<br>AU Only<br>CE 18<br>18 Conf<br>18 ½ day Conf<br>18 ½ day 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<br>7 CE                 | 8 Conf<br>8 Conf                                   | 9 ½ day CE<br>9 CE                                                             |                            | 6 King's Birthday Public Holiday<br>Cooktown Circuit<br>Hope Vale Circuit                        |
| 13 October     | 13 ½ day CE<br>13 CE<br>13 ½ day CE                                     | 14 CE<br>14 CE<br>14 CE            | 15 CE<br>15 CE<br>15 Conf                          | 16 CE<br>16 CE<br>16 CE                                                        |                            | Aurukun Cape B Circuit<br>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<br>12 ½ day CE | 13 ½ day CE    |                | Aurukun Cape B & Coen Cape A Circuit<br>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<br>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<br>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<br>1 New Year's Day Public Holiday |

**LEGEND**

|  |                             |
|--|-----------------------------|
|  | Office Days/School Holidays |
|  | <b>Public/Bank Holidays</b> |
|  | 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)<br>(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 |