

# Family Responsibilities Commission

*Report to the Family Responsibilities Board*

## Quarterly Report

**No. 63**

**January 2024 to March 2024**



*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 January to March 2024.

Quantified in the table below are the activities undertaken by the Commission during quarter 63 with comparisons shown to the previous quarter.

**Table 1:** Activity from 1 October 2023 to 31 March 2024

| <b>Activity for the quarter</b>  | <b>Qtr 62</b> | <b>Qtr 63</b> |
|--|---------------|---------------|
| Total number of notices received by the Commission <sup>2</sup>  | 1,920         | 1,679         |
| Number of notices within jurisdiction  | 1,266         | 1,087         |
| Number of notices not within jurisdiction  | 654           | 592           |
| Number of clients notified to the Commission from notices within jurisdiction  | 673           | 598           |
|  |               |               |
| <b>Conferences</b>   |               |               |
| Conferences conducted  | 311           | 244           |
| Number of clients served to attend conference  | 244           | 193           |
| Attendance percentage for conferences  | 60%           | 70%           |
| Non-attendance percentage with acceptable (reasonable) excuse for conferences  | 32%           | 16%           |
|  |               |               |
| <b>Conference outcomes</b>   |               |               |
| Agreements to attend community support services  | 94            | 74            |
| Orders made to attend community support services   | 36            | 23            |
| Referrals to service providers from Family Responsibilities Agreements and Family Responsibilities Orders <sup>3</sup> | 167           | 115           |
| Agreements for Conditional Income Management (CIM)   | 0             | 0             |
| Orders made for CIM  | 28            | 9             |

<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 62</b> | <b>Qtr 63</b> |
|---|---------------|---------------|
| Conferences for domestic violence matters   | 60            | 53            |
| Referrals from domestic violence conferences  | 42            | 32            |
| CIM's from domestic violence conferences  | 4             | 1             |
|   |               |               |
| <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   | 2             | 3             |
| Accepted  | 100%          | 100%          |
| Refused   | 0%            | 0%            |
|   |               |               |
| <b>Voluntary Agreements</b>   |               |               |
| Voluntary agreements for a voluntary case plan (VCP)  | 31            | 60            |
| Voluntary referrals to service providers  | 36            | 66            |
| Voluntary agreements for Voluntary Income Management (VIM)  | 28            | 22            |
|   |               |               |
| <b>Amend/end decisions for Voluntary Agreements</b>   |               |               |
| Number of amend/end decisions for Voluntary Agreements  | 5             | 3             |
| Accepted  | 100%          | 67%           |
| Refused   | 0%            | 33%           |
|   |               |               |
| <b>Other activity</b>   |               |               |
| Applications to Amend or End received   | 7             | 6             |
|   |               |               |
| <b>Information as at the last day of the quarter</b>  |               |               |
| Number of clients case-managed through current non-voluntary case plan  | 195           | 196           |
| Number of clients subject to a current CIM  | 45            | 30            |
| Number of clients on a current VIM  | 63            | 61            |

### **Quarterly trends**

During quarter 63 the FRC's community operations prioritised work on its Client Engagement strategies. This included significant time spent on Intensive Case Management (ICM) and Elevated School Response (ESR) coming in to the first term of the school year. As a result, the number of voluntary agreements for case plans (VCPs) significantly increased from quarter 62. There were a total of 60 VCPs for 66 referrals to service providers (some case plans involve referrals to more than one service provider). This represents a 94 per cent increase on the number of VCPs from the previous quarter.

In the current reporting period 62 per cent of decisions were made with some form of agreement with the client. This includes those who have self-referred to the FRC for a VCP or a Voluntary Income Management (VIM) agreement, entered into a Family Responsibilities Agreement or successfully applied to end or amend their decision by order or agreement. As a subset of this group, 46 per cent of clients specifically entered into a voluntary agreement.

The FRC is very pleased to note that this promising trend of clients interacting with the Commission with agreement or on a voluntary basis is continuing. The Commission regards this as evidence of increasing personal responsibility.

The quarter 62 report noted an increase in the number of Conditional Income Management (CIM) orders, attributing the increase to a number of clients consistently failing to attend conference. This trend has returned to a low number of CIMs in quarter 63, with a total of only 9 CIM orders issued in the current reporting period.

### **All staff training**

On 9 January 2024 all FRC Registry staff gathered for an opportunity to reflect on the previous year, and plan for the coming year. The topics canvassed included a refresher on the specific powers, functions and delegations contained in the FRC Act and its focus on First Nations perspectives to strengthen the Commission's cultural capability.

### **Family Responsibilities Board**

Members of the FRC Executive Management Team travelled to Brisbane to attend an FR Board meeting held on 20 February 2024. The FRC provided a report on operational matters, including the evolution of the Commission's operations to respond to the willingness of clients to engage outside of conference. The Commission prepared and presented a finance paper including forecast for 30 June 2024, and Quarterly Reports No 59, 60 and 61 were presented and received the FR Board's endorsement.

### **Tabling of Annual Report**

On 1 March 2024 the Family Responsibilities Commission's Annual Report for 2022-23 was tabled by the Hon Leanne Enoch, Minister for Treaty, Aboriginal and Torres Strait Islander Partnerships, Minister for Communities and Minister for the Arts in the Queensland Parliament.

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### **Abbreviations**

|           |  |
|-----------|--|
| AU        | Aurukun  |
| CO        | Coen   |
| CP        | Case plan  |
| CPA       | Case plan agreement  |
| CPO       | Case plan order  |
| CS        | Child safety and welfare notice  |
| CIM       | Conditional Income Management  |
| DSDSATSIP | Department of Seniors, Disability Services and Aboriginal and Torres Strait<br>Islander Partnerships |
| 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 March 2024.

## 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 received by individual clients during the reporting period. During quarter 63, 518 clients (87%) were notified to the Commission with only one type of trigger notice. The remaining 80 clients (13%) received more than one type of trigger notice.

**Table 2:** Number of clients by number of different types of agency notices received 1 January 2024 to 31 March 2024

| Type of Different Types of Agency Notices Received | Number of clients |
|--|-------------------|
| 1  | 518               |
| 2  | 63                |
| 3  | 15                |
| 4  | 2                 |
| <b>Total</b>                                       | <b>598</b>        |

Investigations reveal the following information regarding the types of sole trigger notices received by Commission clients during the quarter:

- 60% received a school attendance (EQ) notice
- 15% received a Magistrate Court (MAG) notice
- 5% received a child safety and welfare (CS) notice
- 6% received a domestic violence order (DVO) notice.

The remaining sole trigger notices received for Commission clients during the quarter were 1 client with a District court notice (DIS) and 5 clients with a Domestic Violence Breach notice (DVB).

Table 3 shows the combination of trigger notices received for the 80 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. 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) from 1 January 2024 to 31 March 2024<sup>4</sup>

| Type of Agency Notice/s | Number of clients |
|-------------------------|-------------------|
| CS,DVO                  | 2                 |
| CS,DVO,EQ               | 1                 |
| CS,DVO,MAG              | 2                 |
| CS,EQ                   | 22                |
| CS,EQ,MAG               | 4                 |
| CS,HT                   | 1                 |
| CS,MAG                  | 1                 |
| DVB,DVO                 | 1                 |
| DVB,DVO,EQ              | 1                 |
| DVB,DVO,EQ,MAG          | 2                 |
| DVB,DVO,MAG             | 2                 |
| DVB,EQ,MAG              | 3                 |
| DVB,MAG                 | 5                 |
| DVO,EQ                  | 1                 |
| DVO,EQ,MAG              | 1                 |
| DVO,MAG                 | 5                 |
| EQ,MAG                  | 25                |
| EQ,MAG,SEN              | 1                 |
| <b>Total</b>            | <b>80</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 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. The vast majority are prepared to accept support and demonstrate a degree of insight into their behaviours, however, there is a cohort of clients 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 less intrusive and 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

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

are considered to be a positive indication that community members have developed a consciousness of their actions and 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 January 2024 to 31 March 2024<sup>5</sup>

| <b>Voluntary Agreements</b> |            |            |              |
|-----------------------------|------------|------------|--------------|
|                             | <b>VCP</b> | <b>VIM</b> | <b>Total</b> |
| <b>Total</b>                | <b>60</b>  | <b>22</b>  | <b>82</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 January 2024 to 31 March 2024<sup>5</sup>

| <b>Decisions by Agreement</b> |           |            |              |
|-------------------------------|-----------|------------|--------------|
| <b>Community</b>              | <b>CP</b> | <b>CIM</b> | <b>Total</b> |
| AU                            | 49        | 0          | <b>49</b>    |
| CO                            | 5         | 0          | <b>5</b>     |
| DM                            | 7         | 0          | <b>7</b>     |
| HV                            | 11        | 0          | <b>11</b>    |
| MG                            | 2         | 0          | <b>2</b>     |
| <b>Total</b>                  | <b>74</b> | <b>0</b>   | <b>74</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 January 2024 to 31 March 2024<sup>5</sup>

| <b>Community</b> | <b>CCP</b> | <b>CCP &amp; CIM Concurrently</b> | <b>CCP, Rescheduled</b> | <b>CIM</b> | <b>No Further Action</b> | <b>Recommend Support Service</b> | <b>Reprimand</b> | <b>Total</b> |
|------------------|------------|-----------------------------------|-------------------------|------------|--------------------------|----------------------------------|------------------|--------------|
| AU               | 1          | 0                                 | 1                       | 2          | 3                        | 7                                | 2                | <b>16</b>    |
| CO               | 1          | 0                                 | 0                       | 0          | 0                        | 3                                | 0                | <b>4</b>     |
| DM               | 10         | 0                                 | 0                       | 4          | 12                       | 22                               | 0                | <b>48</b>    |
| HV               | 7          | 1                                 | 0                       | 2          | 8                        | 0                                | 2                | <b>20</b>    |
| MG               | 2          | 0                                 | 0                       | 0          | 0                        | 1                                | 0                | <b>3</b>     |
| <b>Total</b>     | <b>21</b>  | <b>1</b>                          | <b>1</b>                | <b>8</b>   | <b>23</b>                | <b>33</b>                        | <b>4</b>         | <b>91</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 January 2024 to 31 March 2024<sup>5</sup>

| <b>Decisions on Order and Agreement Amend/End Applications</b> |                |                              |                  |                |                          |              |
|--|----------------|------------------------------|------------------|----------------|--------------------------|--------------|
| <b>Community</b>   | <b>CCP End</b> | <b>CCP End &amp; CIM End</b> | <b>CIM Amend</b> | <b>CIM End</b> | <b>No Further Action</b> | <b>Total</b> |
| <b>Total</b>   | <b>0</b>       | <b>0</b>                     | <b>2</b>         | <b>1</b>       | <b>0</b>                 | <b>3</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 January 2024 to 31 March 2024<sup>6</sup>

| <b>Decisions of Voluntary Amend/End Applications</b> |                  |                |                              |              |
|--|------------------|----------------|------------------------------|--------------|
| <b>Community</b>                                     | <b>VIM Amend</b> | <b>VIM End</b> | <b>VIM No Further Action</b> | <b>Total</b> |
| <b>Total</b>   | <b>0</b>         | <b>2</b>       | <b>1</b>                     | <b>3</b>     |

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

<sup>6</sup> Refer to the descriptions of abbreviations on the Table of Contents page.

During quarter 63 the number of interactions highlighted in tables 4 to 8 related to a total of 226 clients (149 female and 77 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.
- 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 63 reinforce the Commission's belief that 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 January 2024 to 31 March 2024 support our assertion:

- 61.5% 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, 46% of clients specifically entered into a voluntary agreement;
- 22.6% of clients were issued with a no further action on their matter/s, or they were recommended to attend a support service with no other action types;
- 1.8% of clients were issued with a reprimand with or without a decision for no further action or recommendation to attend a support service.

There remains a cohort of clients who come before the Commission who struggle to develop insight into their actions and the harm their behaviours may have on children and other vulnerable community members. Sometimes these clients are less inclined to change their behaviours and take personal responsibility. The nuanced decision-making of Commissioners for these clients may include (as an option of last resort) a decision to income manage the client with, or without case plan referrals to support services. These decisions are made 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;
- 3.1% of clients were placed on a CIM order;
- 0.9% of clients were placed on a CIM order and ordered to attend a support service.

## Notices

In quarter 63 the Commission received 1,679 agency notices<sup>7</sup>. Some individuals may have been the subject of more than one agency notice. Of that figure 1,087 notices (65%) relating to 598 clients were within the Commission’s jurisdiction, and 592 notices (35%) were outside the Commission’s jurisdiction.

**Table 9:** Notices in jurisdiction by type and community 1 January 2024 to 31 March 2024

| Type of Notice                            | AU         | CO        | DM <sup>8</sup> | HV         | MG        | Total       |
|---|------------|-----------|-----------------|------------|-----------|-------------|
| Supreme Court notices                     | 0          | 0         | 0               | 0          | 0         | <b>0</b>    |
| District Court notices                    | 0          | 1         | 0               | 0          | 0         | <b>1</b>    |
| Magistrates Court notices                 | 270        | 7         | 0               | 40         | 5         | <b>322</b>  |
| Domestic Violence Breach notices          | 12         | 2         | 0               | 7          | 0         | <b>21</b>   |
| Domestic Violence Order notices           | 35         | 5         | 0               | 13         | 4         | <b>57</b>   |
| School Attendance notices                 | 191        | 7         | 293             | 104        | 24        | <b>619</b>  |
| School Enrolment notice                   | 0          | 0         | 0               | 1          | 0         | <b>1</b>    |
| Child Safety and Welfare notices          |            |           |                 |            |           |             |
| Child Concern Reports                     | 27         | 0         | 20              | 9          | 0         | <b>56</b>   |
| Finalised Child Protection Investigations | 7          | 0         | 0               | 2          | 0         | <b>9</b>    |
| Housing Tenancy notices                   | 1          | 0         | 0               | 0          | 0         | <b>1</b>    |
| <b>Total</b>                              | <b>543</b> | <b>22</b> | <b>313</b>      | <b>176</b> | <b>33</b> | <b>1087</b> |

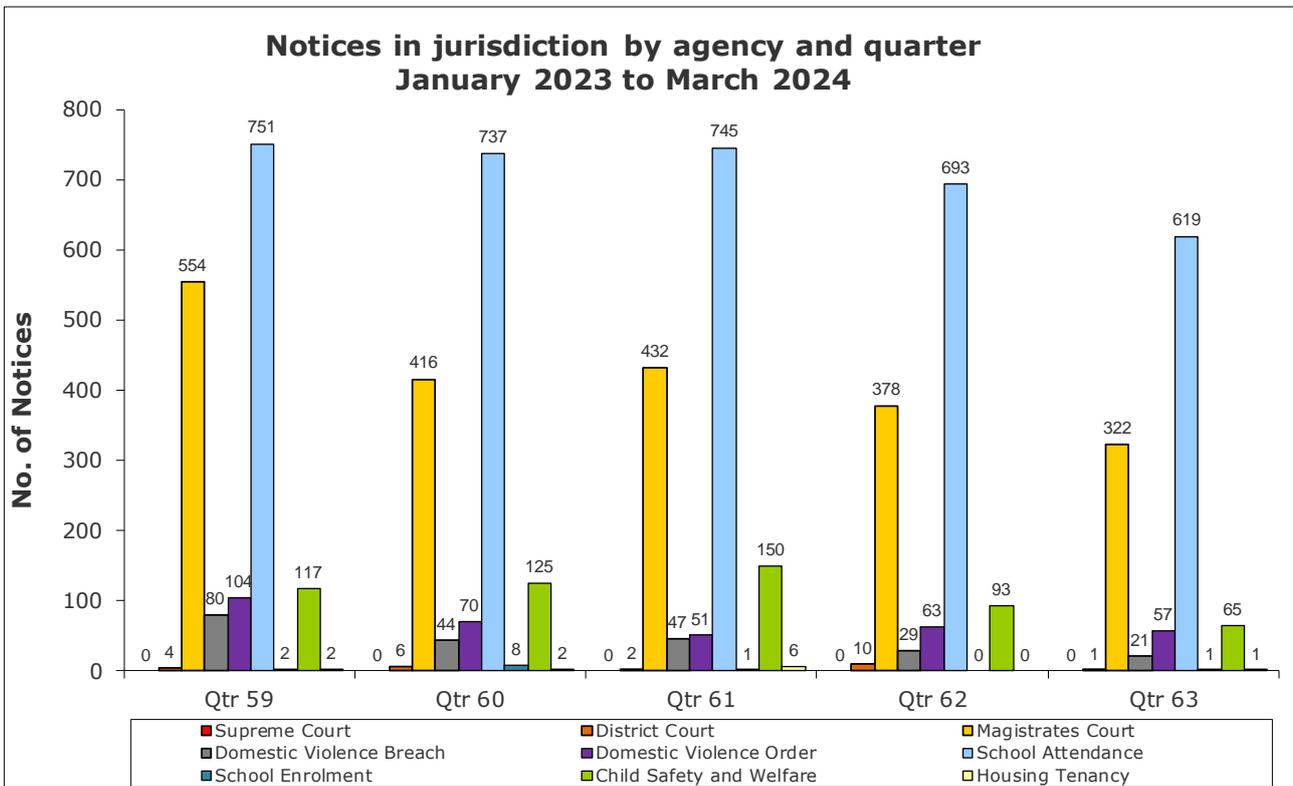
### Further details of notices within jurisdiction for each community are set out below:

- Aurukun received 543 notices relating to 255 clients (160 female and 95 male)
- Coen received 22 notices relating to 16 clients (4 female and 12 male)
- Doomadgee received 313 notices relating to 191 clients (137 female and 54 male)
- Hope Vale received 176 notices, relating to 114 clients (75 female and 39 male)
- Mossman Gorge received 33 notices relating to 22 clients (9 female and 13 male).

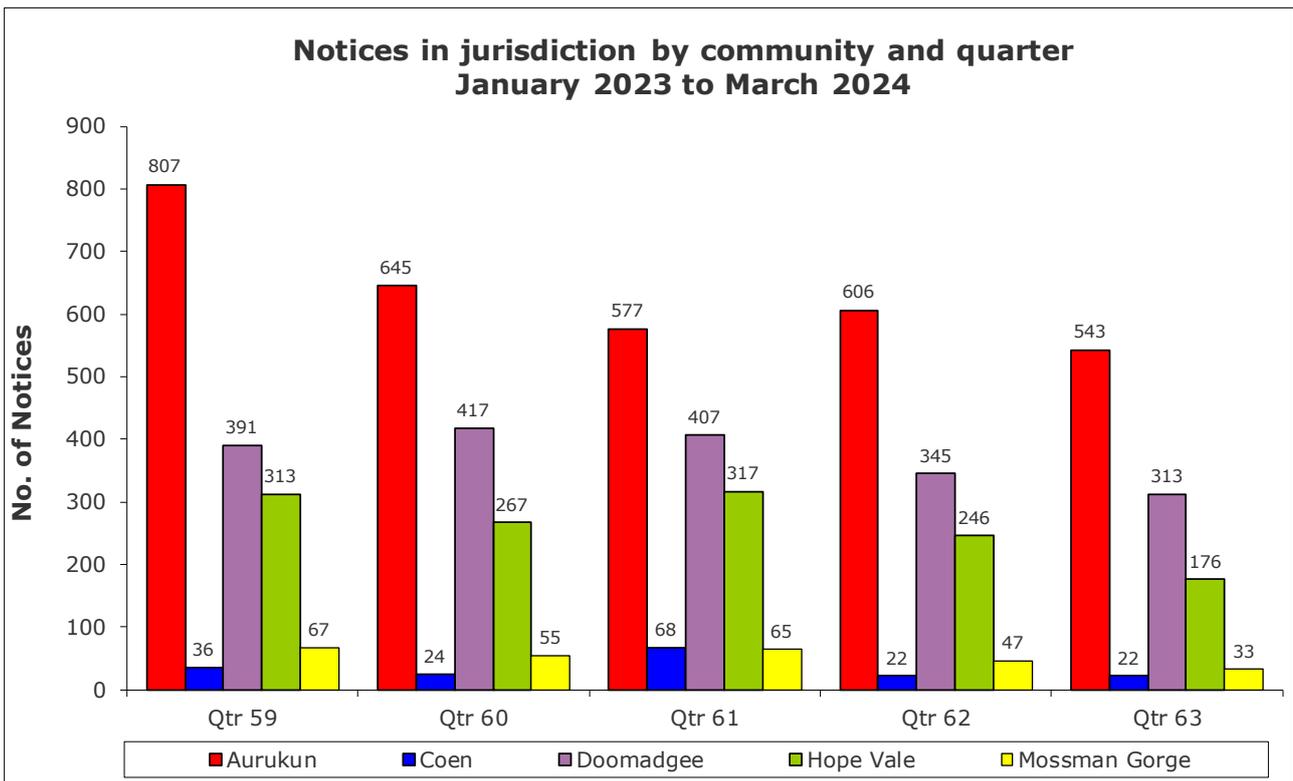
For quarter 63, 42% of clients received more than one notice. Frequently this illustrates multiple child school absences for the one family, or multiple Magistrates Court notices relating to one incident. This may also be suggestive of the complexity of behaviours experienced by a significant proportion of our clients. Conversely, it is important to note the majority of FRC clients (58%) have received only one notice during the reporting period. Thirty new clients were added to the Commission’s database during the quarter.

<sup>7</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>8</sup> Agency notices for the community of Doomadgee are presently received from the Department of Education and the Department of Children, Youth Justice and Multicultural Affairs only.



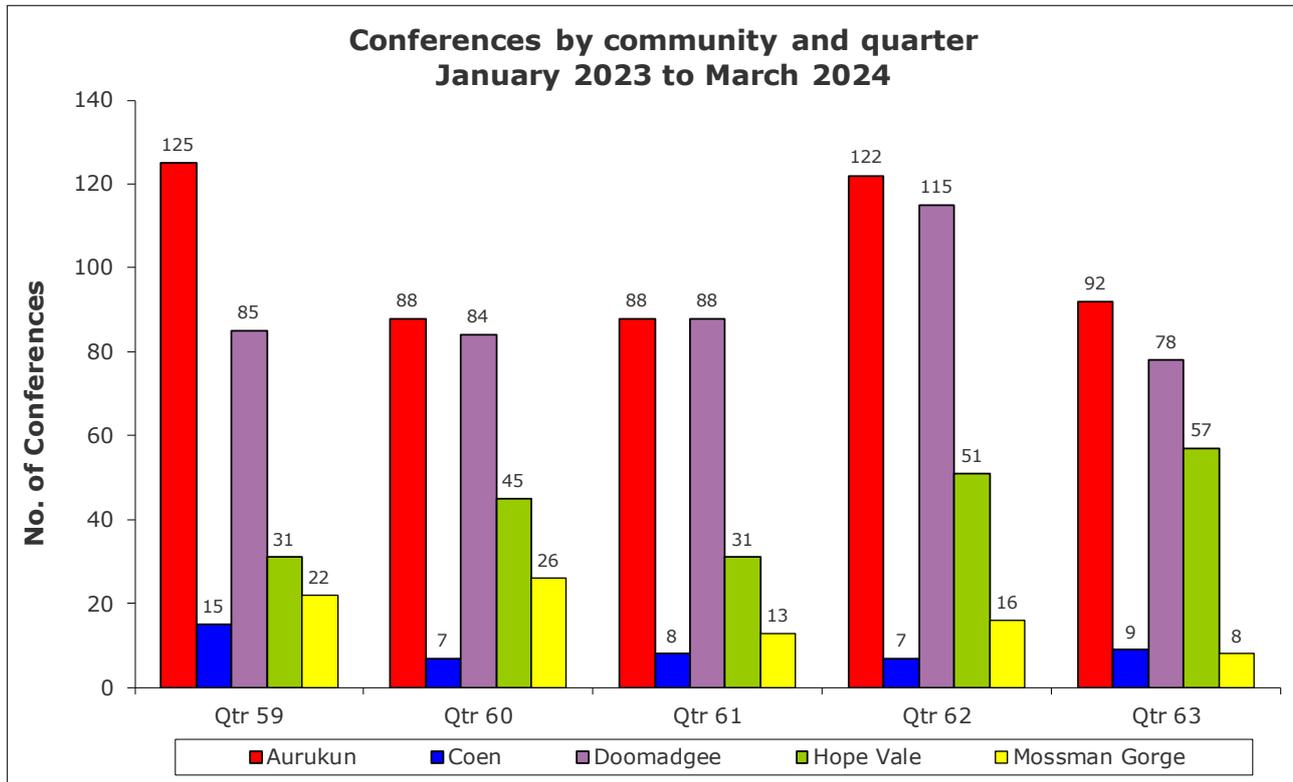
**Graph 1:** Notices in jurisdiction by type and quarter 1 January 2023 to 31 March 2024



**Graph 2:** Notices in jurisdiction by community and quarter 1 January 2023 to 31 March 2024

## Conferences

In quarter 63 244 conferences<sup>9</sup> were held across the five communities (relating to 193 clients served to attend conference). Attendance at conference increased from 60.1% in quarter 62 to 69.7% in quarter 63.

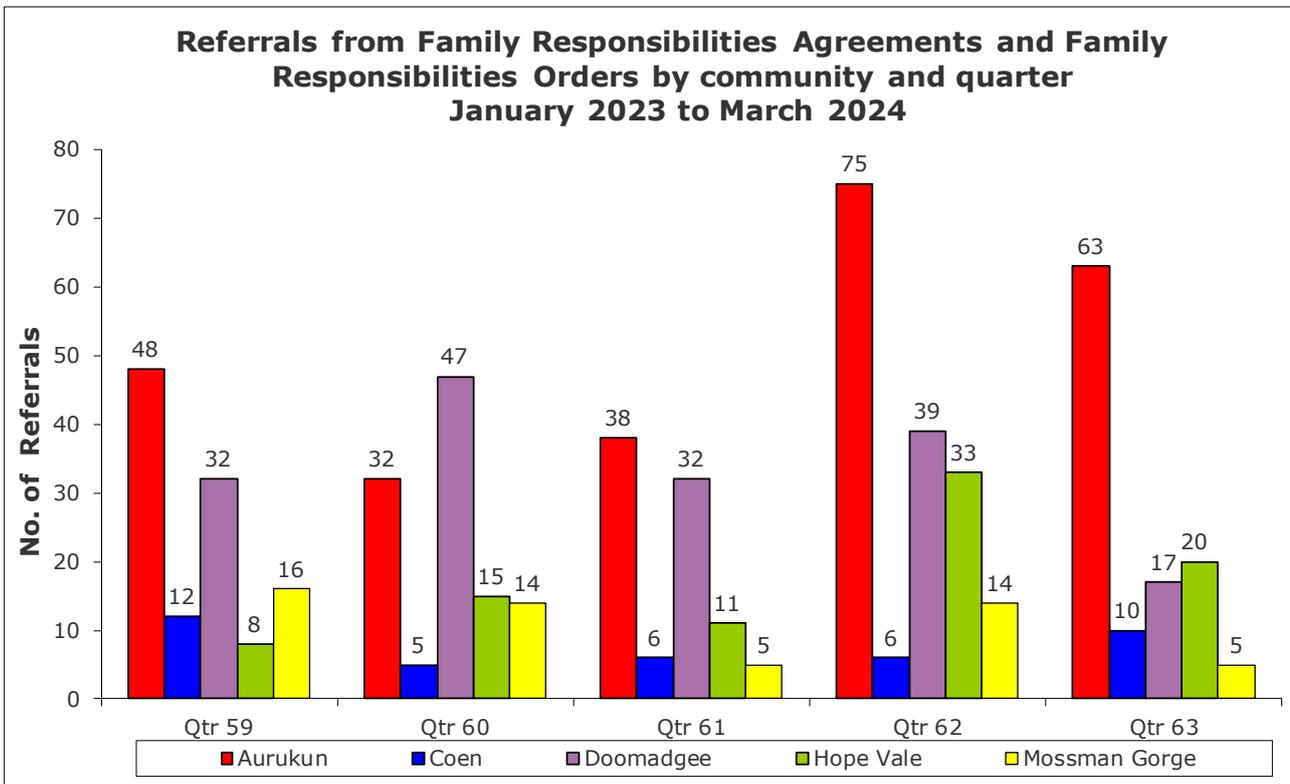


**Graph 3:** Conferences by community and quarter 1 January 2023 to 31 March 2024

## Referrals from 'Family Responsibilities' Agreements and Orders

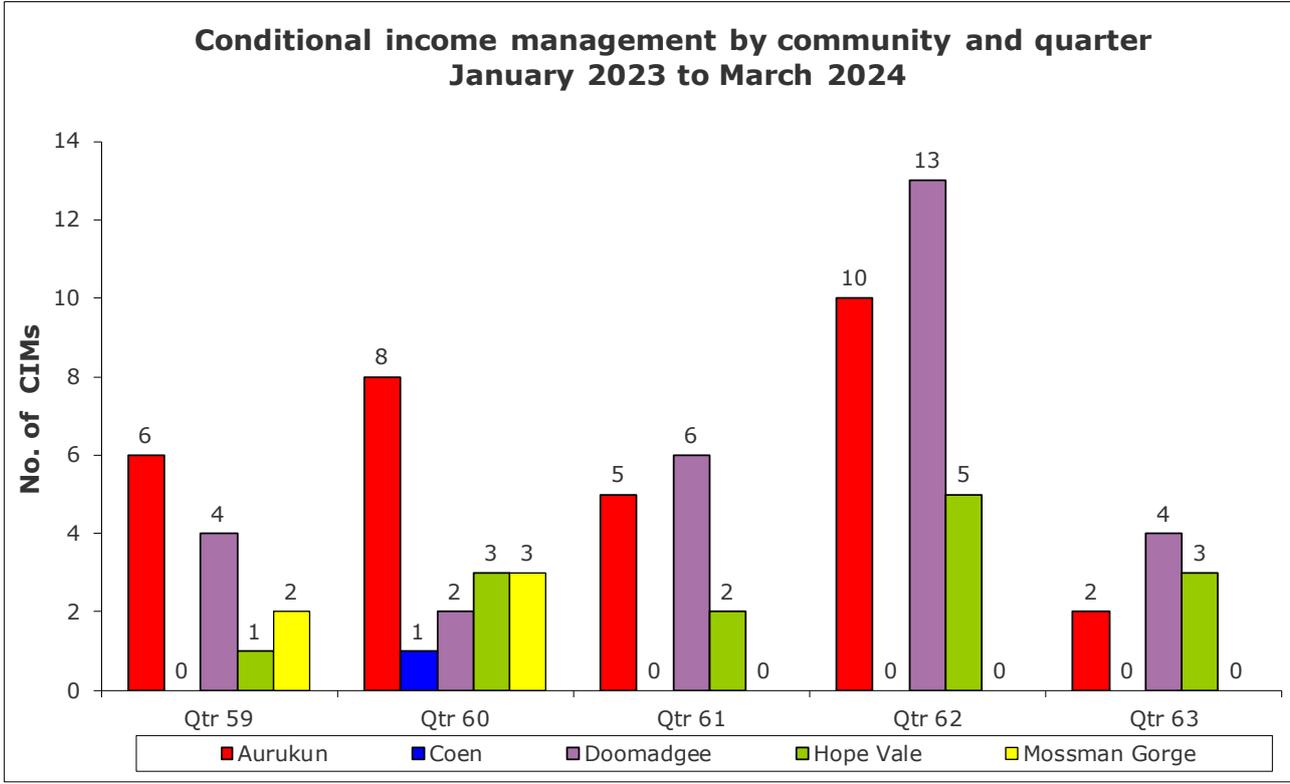
A total of 115 referrals (to service providers from 'Family Responsibilities' Agreements (FRAs) and Orders) relating to 96 clients were made in quarter 63. The Local Commissioners continue to raise concerns regarding the availability of appropriate perpetrator intervention programs suitable for client 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>9</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 January 2023 to 31 March 2024

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



**Graph 5:** Conditional income management by community and quarter 1 January 2023 to 31 March 2024

Local Commissioners continue to use Conditional Income Management (CIM) as a decision of last resort. A total of 9 new CIMs (orders) relating to 9 clients were made in quarter 63 with 45% set at 75% quarantining of welfare payments (see graph 8) and 100% set for a 6-month duration (see graph 6).

As at 31 March 2024 there were 30 clients subject to a current CIM who were responsible for 66 children in their care (33 of whom were school aged children). Of the 30 clients 37% were income managed at 60%, 33% were income managed at 75% and 30% were income managed at 90% whilst duration ranged from 97% for a 6-month duration and 3% for a 12-month duration. 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**

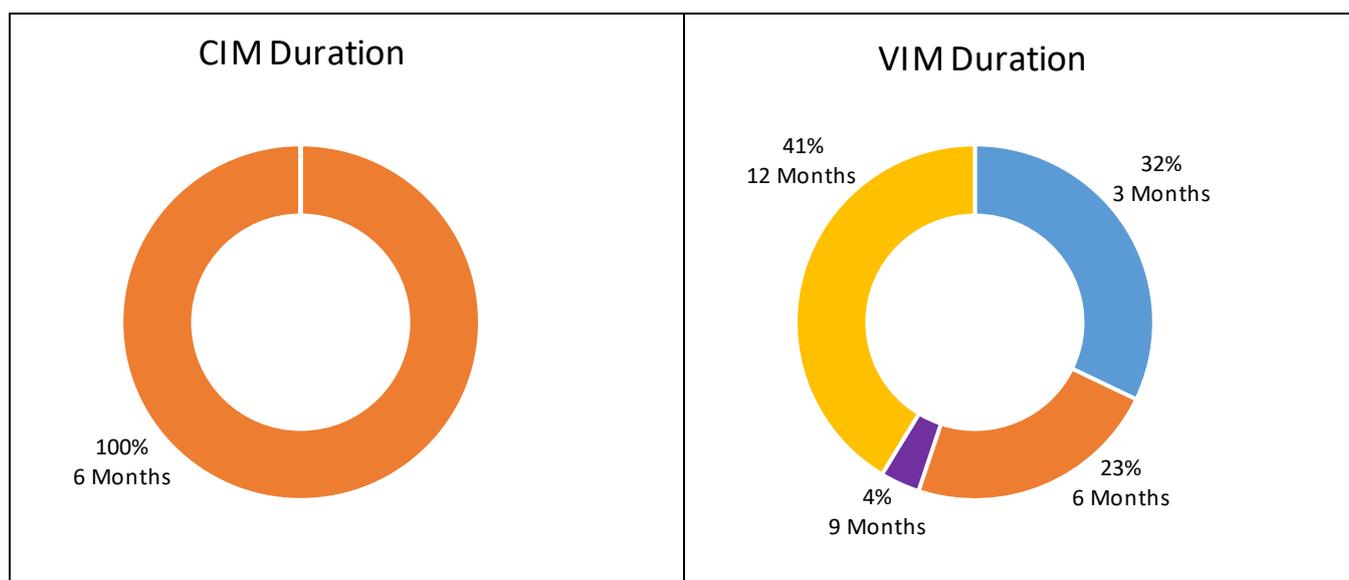
The FRC Act sets out a process under which a community member can voluntarily seek help from the Commission for a referral to a community support service through a voluntary case plan (VCP) or be subject to voluntary income management (VIM). During quarter 63, 60 VCPs were entered into for 66 community support services under a case plan relating to 55 clients. Although the number of clients who have engaged with the FRC on a voluntary basis remain small, it is nonetheless consistent with a broader trend of clients – specifically those entering into Family Responsibility Agreements – who are exhibiting a heightened self-awareness of their personal circumstances and are willing to accept assistance from the Commission at the earliest opportunity in the conferencing process. This is discussed in more detail at *Interactions during the quarter*.

**Voluntary Income Management**

During this reporting period the Commission processed 22 VIM agreements with 90% of agreements quarantining 60% of welfare payments (see graph 9) and 41% set for a duration of 12 months (see graph 7). As at 31 March 2024 there were 61 clients on a current VIM agreement who had 50 children in their care (30 of whom were school aged children).

**Status of the SmartCard in FRC Communities for quarter 63**

Thirty-one SmartCards (9 for CIM and 22 for VIM) were processed for the period 1 January 2024 to 31 March 2024, including orders and agreements that were still awaiting Centrelink action as at 31 March.

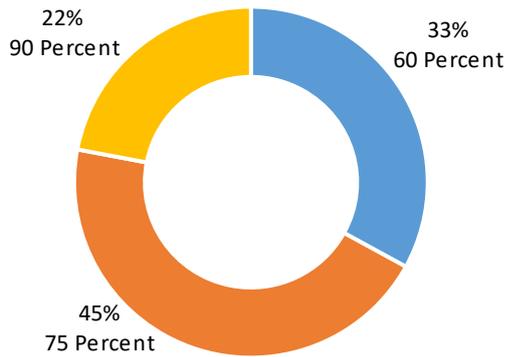


**Graph 6:** Breakdown of CDC CIMs by duration 1 January 2024 – 31 March 2024

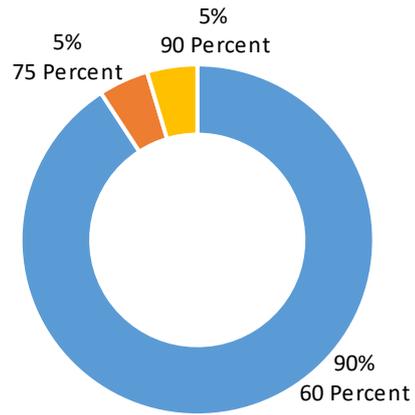
**Graph 7:** Breakdown of CDC VIMs by duration 1 January 2024 – 31 March 2024

Although initially (March 2021) 66% of VIM applications entered into were for a 3-month duration, the VIM chart above for quarter 63 shows that 32% were entered into for a 3-month duration, 23% were entered into for a 6-month duration, 4% were entered into for a 9-month duration and 41% were entered into for a 12-month duration.

**CIM Percentage**



**VIM Percentage**



**Graph 8:** Breakdown of CDC CIMs by percentage 1 January 2024 – 31 March 2024

**Graph 9:** Breakdown of CDC VIMs by percentage 1 January 2024 – 31 March 2024

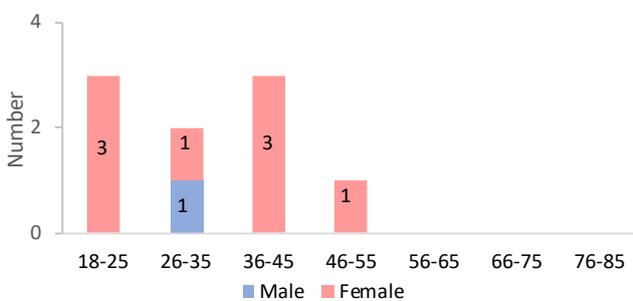
This quarter saw 33% of CIM orders issued quarantining 60% of a client’s welfare payment, 45% quarantining 75% of a client’s welfare payment and 22% quarantining 90% of a client’s welfare payment. The preference by clients to enter into a VIM at 60% remains the popular option with 90% of VIM agreements entered into at 60% for the quarter.

This quarter female community members accounted for the majority of CIMs with 89% relating to female clients. No community member older than 55 years was conditionally income managed by the FRC during the quarter.

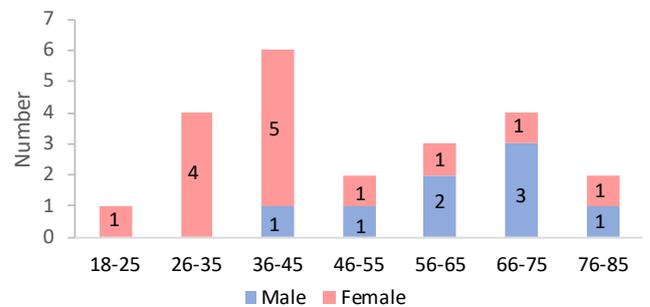
The majority of community members voluntarily participating in voluntary income management this quarter were from the 36 to 45 year age group. Females accounted for 64% of the VIMs. Overall females accounted for 71% of all SmartCards (voluntary and conditional) in quarter 63.

Reasons for applying for the SmartCard were primarily to buy food (95%), to pay for bills (45%), to save for something they needed (45%) and to budget (32%). Circumstances given by voluntary income management participants when applying for the SmartCard were to support themselves (91%), they needed to support their families (23%) and they needed to support their children (23%). Please note, a client may choose one or more options to reflect their individual reasons and circumstances for participating in voluntary income management.

**CIMs by Age Cohort and Gender**



**VIMs by Age Cohort and Gender**



**Graph 10:** Breakdown of CDC CIMs by age cohorts and gender 1 January 2024 – 31 March 2024

**Graph 11:** Breakdown of CDC VIMs by age cohorts and gender 1 January 2024 – 31 March 2024

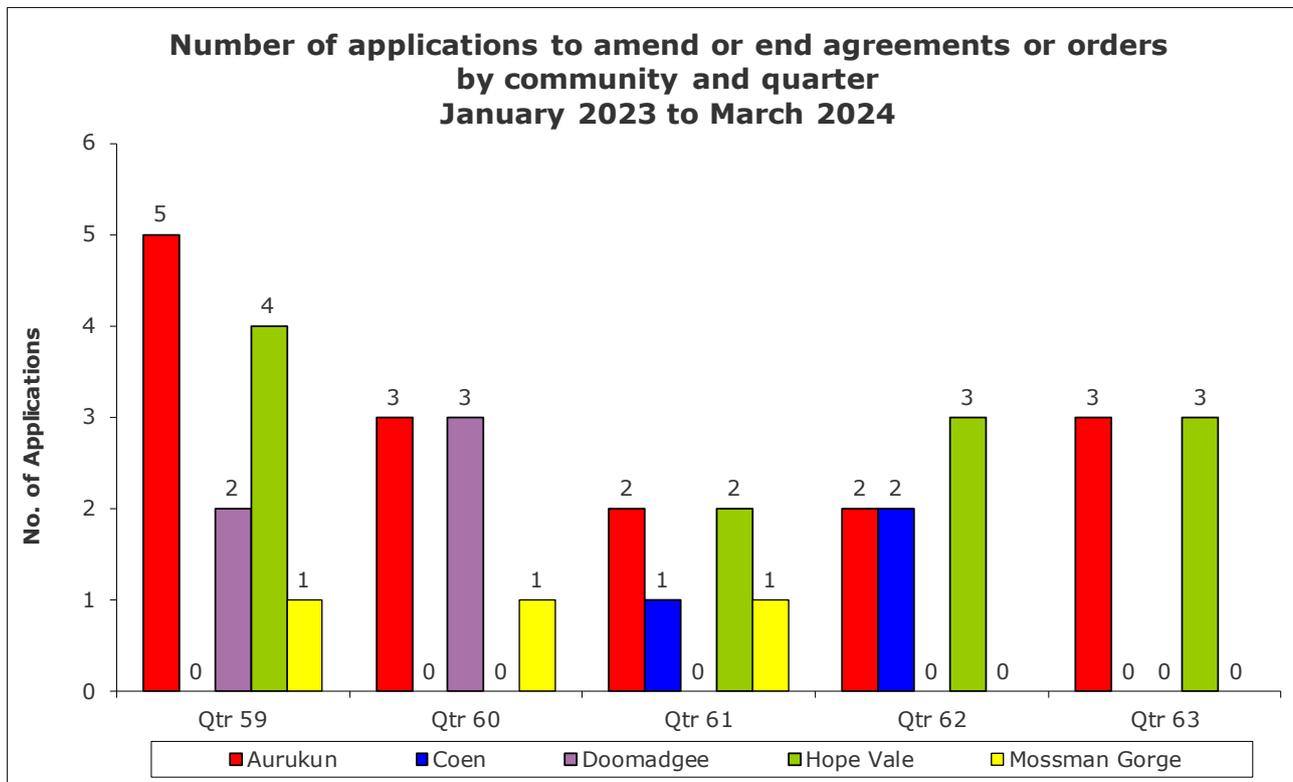
## Case Management

Commissioners are guided by the FRC Act, sections 4 and 5, to encourage community members to engage in socially responsible ways, and in doing so, make appropriate use of community support services. The Commissioners use the referral pathways available in each community to strengthen the client’s resilience to face the challenges they experience, and to ensure the wellbeing and safety of children and vulnerable people through broad-based counselling and education. 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 March 2024, 196 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.

Six applications relating to 6 clients (5 female and 1 male) to amend or end an Agreement, Order or Voluntary Agreement were received in quarter 63. 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 January 2023 to 31 March 2024

## **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 3 amend/end applications for a Family Responsibilities Order (2 to amend a CIM and 1 to end a CIM) were decided in quarter 63 with the applications accepted by the FRC.

Three amend/end applications for voluntary agreements were decided in the reporting period with 2 of the 3 applications made by clients accepted by the FRC. A breakdown of the decisions of the applications is as follows:

- 2 Applications were accepted and voluntary income management agreements ended.
- 1 Application to end the client's voluntary income management agreement was refused.

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 January 2024 to 31 March 2024

| Information for the quarter  | Female Count | Male Count |  | Female Average age | Male Average age |
|--|--------------|------------|--|--------------------|------------------|
| Clients for whom a notice was received <sup>10</sup>   | 385          | 213        |  | 38                 | 39               |
| Clients conferenced <sup>11</sup>  | 128          | 65         |  | 36                 | 39               |
| Clients referred through Family Responsibilities Agreements and Family Responsibilities Orders <sup>12</sup> | 60           | 36         |  | 35                 | 42               |
| Clients placed on CIM <sup>13</sup>  | 8            | 1          |  | 34                 | 28               |
| Clients referred through a Voluntary Agreement for a case plan <sup>14</sup>                                 | 35           | 20         |  | 39                 | 42               |
| Clients who chose to participate in VIM <sup>15</sup>  | 14           | 8          |  | 42                 | 61               |
| Clients who submitted an amend/end application <sup>16</sup>   | 5            | 1          |  | 35                 | 32               |

### Estimated resident populations:

**Aurukun:** The community of Aurukun had an estimated resident adult population of 795 people as at 30 June 2022<sup>17,18</sup>.

**Coen:** The township of Coen had an estimated resident adult population of 201 people as at 30 June 2022<sup>17,19</sup>.

**Doomadgee:** The community of Doomadgee had an estimated resident adult population of 918 people as at 30 June 2022<sup>17,18</sup>.

**Hope Vale:** The estimated resident adult population of Hope Vale was 652 people as at 30 June 2022<sup>17,18</sup>.

**Mossman Gorge:** The Mossman Gorge community had an estimated resident population of 101 people as at 30 June 2022<sup>17,20</sup>.

<sup>10</sup> Average age of a client who received a notice for the quarter is calculated at the date of the first notice received for the client during the quarter.

<sup>11</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>12</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>13</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>14</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>15</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>16</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>17</sup> Note: Australian Statistical Geography Standard 2021 boundaries used are local government areas for Aurukun, Doomadgee and Hope Vale, and statistical areas level 1 (SA1s) of 31501139616 for Coen and 30604116408 for Mossman Gorge.

<sup>18</sup> Note: Adults 18 years and over provided by the Queensland Government Statistician's Office (QGSO), Queensland Treasury, based on the ABS unpublished preliminary Estimated Resident Population (ERP) data by age and sex at the Local Government Area level for 30 June 2022.

<sup>19</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 2022.

<sup>20</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 2022.

## 2. Future Direction and Challenges

### **Client Engagement**

The Commission has previously reported on its increased focus on interactions with clients outside the conference setting. The Sittings and Client Engagement calendar covering quarter 63 (Appendix 1) reflects the increasing time and resources allocated to ICM and ESR.

In particular, the beginning of the school year saw the FRC's operations focussed on ESR in each community. Local Registry Coordinators travelled to community prior to the beginning of school term to begin implementing their ESR strategies in cooperation with the Local Commissioners. Over the course of Term 1 the FRC has received very positive feedback from clients and Local Commissioners. Early data analysis of students involved in ESR for Term 1 is very promising and the FRC will be able to report more fully on the results of ESR in the next quarterly report.

### **Submission to the Youth Justice Reform Select Committee**

On 15 March 2024 the FRC lodged a submission to the Queensland Government's Youth Justice Reform Select Committee's inquiry into ongoing reforms to the youth justice system and support for victims of crime.

The FRC's submission sought, once again, that amendments be made to the FRC Act to operationalise the Children's Court trigger that exists in s43 of the FRC Act. The FRC submitted that the proposed amendment would provide clarity in the interpretation and application of both the FRC Act, and the *Youth Justice Act 1992*.

The submission noted that further delays in amending the legislation to operationalise the FRC's use of the 'Children's Court trigger' lead to missed opportunities for early intervention to vulnerable and at-risk First Nations young people and their families, living in remote communities. It is also an under-utilisation of existing resources and local infrastructure of the FRC, a public sector entity.

The Commission submitted that operationalising the Children's Court trigger under the FRC Act would enable the FRC to make a real difference to the life trajectory of young offenders and their families and contribute significantly to addressing the youth crime crisis in FRC communities and nearby regional towns and cities. In this regard, the Commission's legislative mandate is a complementary approach focussed primarily on parental and kinship behavioural change (although it can involve young people themselves), operating in unison with the behavioural change work being undertaken by the young person through custodial or place-based orders implemented by the youth justice system.

The FRC looks forward to receiving the results of the Youth Justice Reform Select Committee's inquiry and working with the Queensland Government to implement this change as soon as possible.

### **Policy Review Project**

Since the implementation of the *Public Sector Act 2022* (PSA) the FRC has been planning to undertake a fulsome review of policies. This project had been postponed until the FRC received a level of financial certainty. Since receiving multi-year funding, the Commission has been able to recruit to the Compliance and Legal Policy team and this project is now underway, beginning with the Commission's Complaints Management System (CMS).

The FRC is aware that from 31 January 2024, all public sector entities should have a CMS in place which meets section 264 of the PSA, and the associated framework and guideline.

In its current form, the FRC's Complaints Management System broadly meets the requirements of section 264 of the PSA. The FRC has a complaints management system in place which receives, manages, and processes customer complaints. The CMS notifies the complainant of the outcomes (unless anonymous) and the FRC publishes relevant data on its website and in Annual Reports.

Currently, work is being undertaken to ensure the CMS is updated to reflect the new framework, the guideline, and the Australian Standard per the PSA.

**In Memoriam**

In February 2024, the Commission was notified of the unexpected passing of a much loved and valued staff member, Mr Allan Keith. Allan was performing the role of Senior Finance Officer, and he brought both a wealth of experience and his joyful nature to the FRC Registry. Allan is survived by his wife and two children and remains very much missed by the Registry team.

## 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. The FR Board's membership consists of the following members:

- Ms Clare O'Connor            Director-General, Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (Chair)
- Ms Jody Broun                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 January 2024 to 31 March 2024) totalled \$1,204,679. This income consisted of:
  - \$641,250 Queensland Government funding
  - \$500,000 Australian Government funding
  - \$63,408 interest received
  - \$21 sundry income.

The balance of available funds in the bank as at 31 March 2024 is \$4,817,360.

### Expenditure:

- Expenditure for the quarter (1 January 2024 to 31 March 2024) was \$1,179,905.

**Table 11:** Expenditure in quarter 63

| 1 January 2024 to<br>31 March 2024      | Expenditure<br>Qtr 63 | 1 January 2024 to<br>31 March 2024 | Expenditure<br>Qtr 63 |
|---|-----------------------|------------------------------------|-----------------------|
| Employee salaries – FRC staff           | \$631,986             | Internet & IT                      | \$55,206              |
| Employee salaries – Local Commissioners | \$106,275             | Motor Vehicle                      | \$25,160              |
| Employee on costs – FRC staff           | \$111,875             | Property                           | \$82,013              |
| Employee on costs – Local Commissioners | \$14,855              | Travel                             | \$27,842              |
| Other employment costs                  | \$81,235              | General Operating                  | \$27,542              |
| Communications                          | \$2,969               | Other expenses                     | \$12,947              |
|   |                       | <b>Total</b>                       | <b>\$1,179,905</b>    |

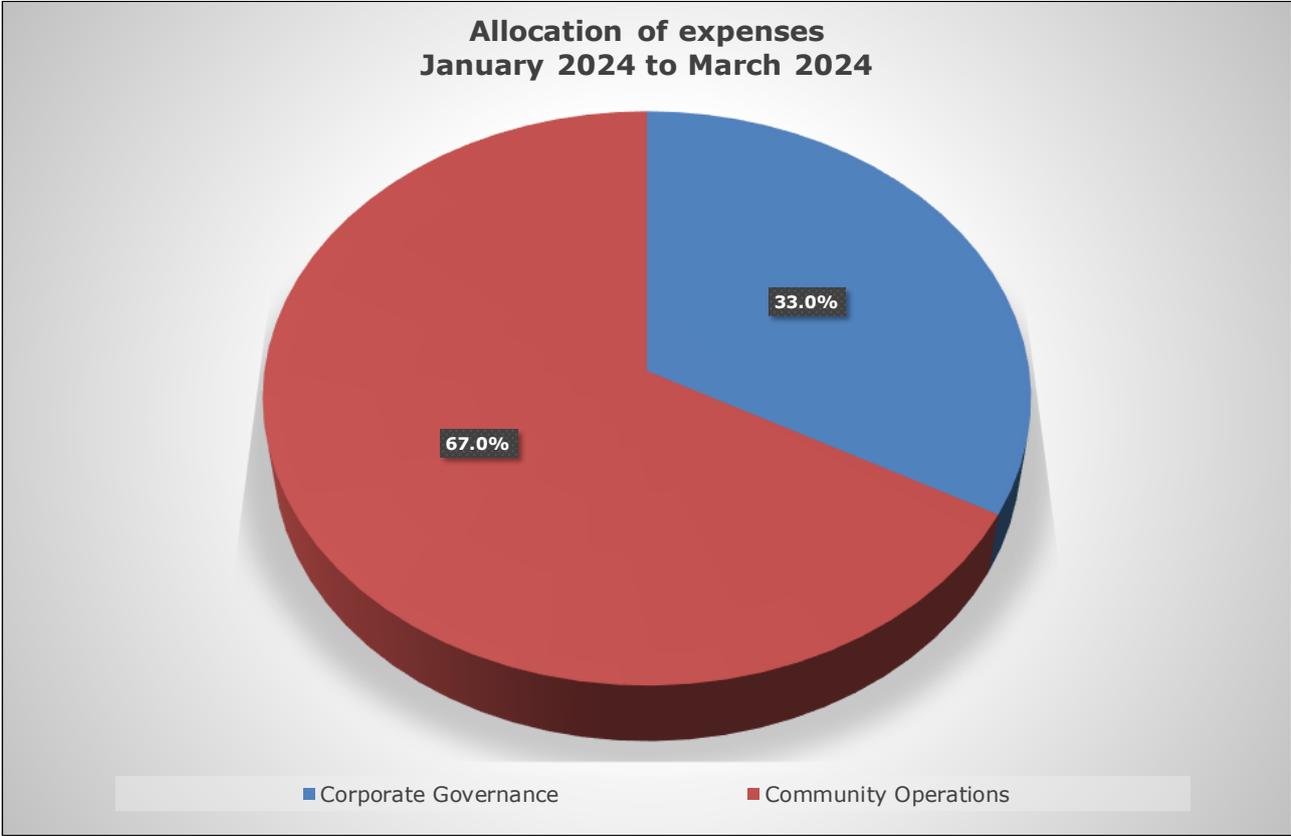
The expenditure of the FRC can be categorised as follows:

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

The 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

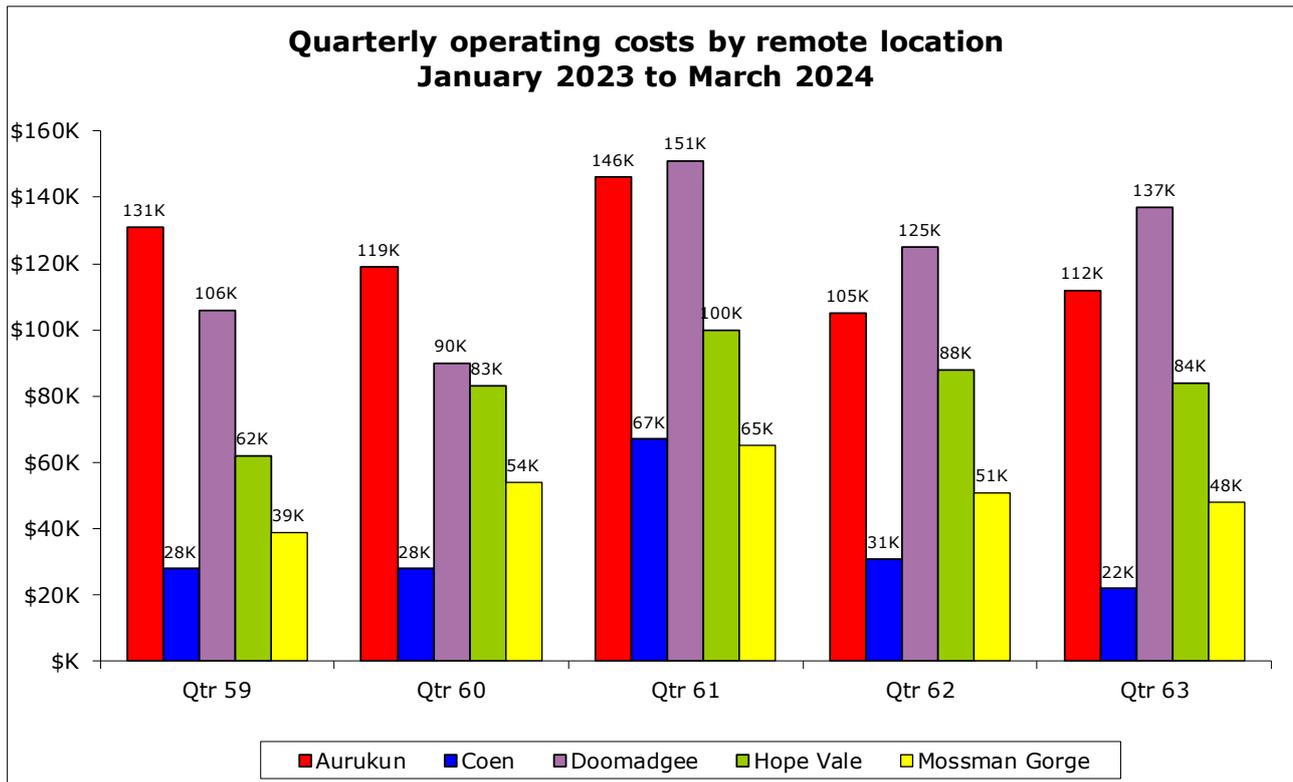
communities, who are paid as sessional sitting Commission members for conferencing, serving notices, meetings and professional development.

As can be observed in Graph 13 below which displays the allocation of FRC costs across the core functions in quarter 63, the largest allocation during the reporting period is in relation to community operations (67%).



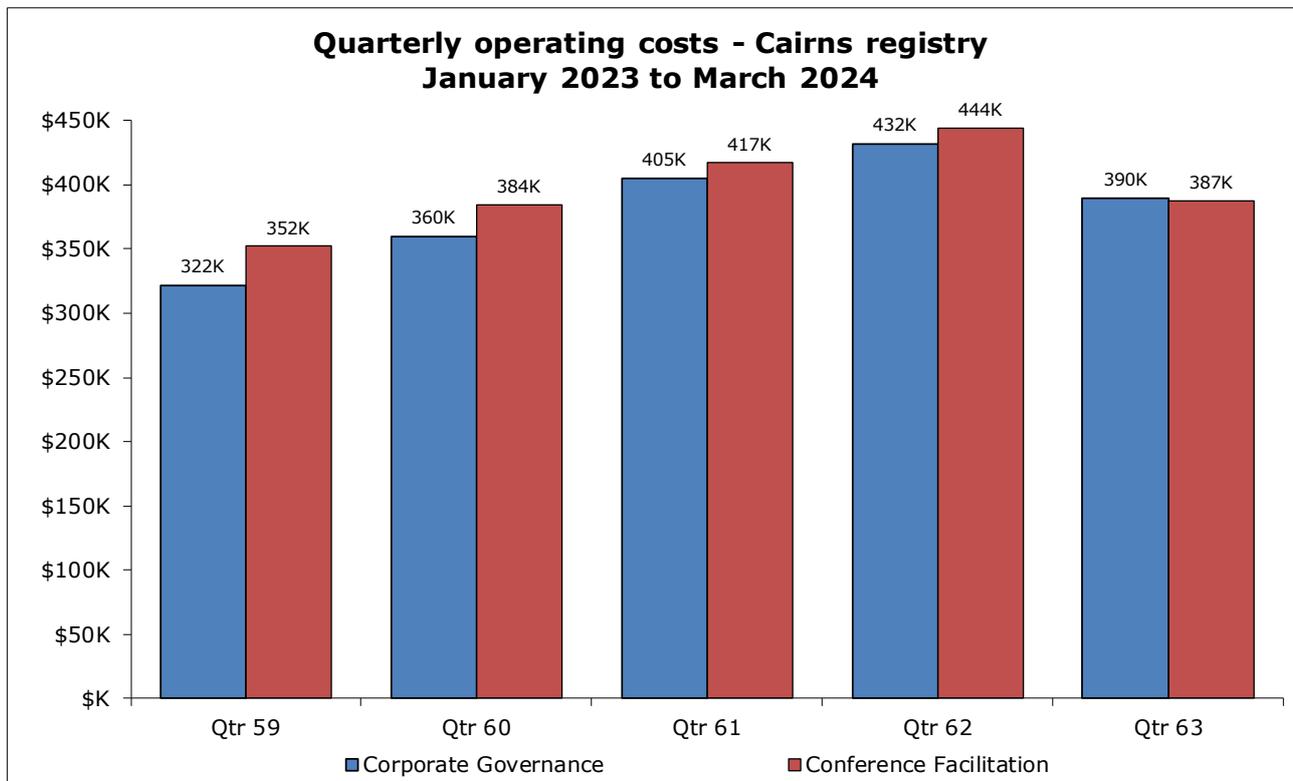
**Graph 13:** Allocation of expenses 1 January 2024 to 31 March 2024

Regional operational expenditure by location and quarter.



**Graph 14:** Operating costs by remote location 1 January 2023 to 31 March 2024

Cairns Registry expenditure for quarter 63 compared to the previous four quarters.



**Graph 15:** Quarterly operating costs Cairns 1 January 2023 to 31 March 2024

**APPENDIX A**



**SITTINGS AND CLIENT ENGAGEMENT CALENDAR 2024**  
**FAMILY RESPONSIBILITIES COMMISSION**  
**1 January 2024 to 30 June 2024**



| Week Beginning | Monday         | Tuesday                            | Wednesday                               | Thursday                           | Friday         | Other  |
|----------------|----------------|------------------------------------|---|------------------------------------|----------------|--|
| 1 January      | Public Holiday |                                    |   |                                    |                | 1 New Year's Day Public Holiday  |
| 8 January      |                |                                    |   |                                    |                | Cooktown Circuit<br>Hope Vale Circuit  |
| 15 January     |                |                                    |   |                                    |                | FRC community & client engagement in all communities<br>Aurukun Cape B & Coen Cape A Circuit<br>Doomadgee Gulf Circuit |
| 22 January     | 22 CE<br>22 CE | 23                                 |   |                                    | Public Holiday | 26 Australia Day Public Holiday  |
| 29 January     |                | 30 CE<br>30 CE                     | 31<br>31                                | 1<br>1 CE                          |                |  |
| 5 February     | 5 CE           | 6                                  | 7<br>7                                  | 8 CE<br>8 ½ day CE                 |                | Cooktown Circuit<br>Hope Vale Circuit  |
| 12 February    |                | 13 CE                              | 14<br>14                                | 15<br>15                           |                | Aurukun Cape B Circuit   |
| 19 February    |                | 20                                 | 21                                      | 22 CE                              |                | Aurukun Cape B Circuit   |
| 26 February    |                | 27 CE                              | 28<br>28 CE                             | 29                                 |                |  |
| 4 March        | 4 CE           | 5 CE<br>5 ½ day Conf<br>5 ½ day CE | 6                                       | 7 CE                               |                | Cooktown Circuit   |
| 11 March       |                |                                    | 13<br>13                                | 14 ½ day Conf<br>14 ½ day CE<br>14 |                | Aurukun Cape B & Coen Cape A Circuit   |
| 18 March       |                | 19<br>19 CE                        | 20                                      | 21 CE                              |                | Doomadgee Gulf Circuit   |
| 25 March       |                | 26 CE<br>26 CE                     | 27 CE<br>27 CE<br>27                    |                                    | Public Holiday | 29 Good Friday Public Holiday  |
| 1 April        | Public Holiday |                                    |   |                                    |                | Cooktown Circuit<br>1 Easter Monday Public Holiday   |
| 8 April        |                | 9 CE                               | 10 Conf                                 |                                    |                | Aurukun Cape B Circuit   |
| 15 April       | 15 CE          | 16 CE<br>16 CE                     | 17 Conf<br>17 ½ day Conf<br>17 ½ day CE | 18 Conf<br>18 ½ day CE             |                | Doomadgee Gulf Circuit   |
| 22 April       | 22 CE<br>22 CE | 23 ½ day Conf<br>23 ½ day CE       | 24 CE<br>24 CE                          | Public Holiday                     |                | 25 Anzac Day Public Holiday  |

| Week Beginning | Monday                    | Tuesday                      | Wednesday                    | Thursday                   | Friday | Other  |
|----------------|---------------------------|------------------------------|------------------------------|----------------------------|--------|--|
| 29 April       | 29 CE                     | 30 CE                        | 1 CE                         |                            |        | Cooktown Circuit<br>Hope Vale Circuit                                  |
|                | 29 CE                     | 30 CE                        | 1 Conf                       | 2 ½ day Conf<br>2 ½ day CE |        |  |
|                |                           | 30 ½ day CE                  | 1 Conf                       | 2 ½ day CE                 |        |  |
|                | 29 ½ day CE               | 30 CE                        | 1 CE                         |                            |        |  |
| 6 May          | Public Holiday            |                              | 8 CE                         | 9 CE                       |        | 6 Labour Day Public Holiday  |
| 13 May         | 13 CE                     | 14 Conf                      | 15 ½ day Conf<br>15 ½ day CE | 16 CE                      |        | Aurukun Cape B & Coen Cape A Circuit<br>Doomadgee Gulf Circuit         |
|                | 13 CE                     | 14 CE                        | 15 Conf                      | 16 ½ day Conf              |        |  |
|                | 13 CE                     | 14 CE                        | 15 CE                        |                            |        |  |
| 20 May         |                           |                              |                              |                            |        |  |
| 27 May         | 27 CE                     | 28 Conf                      | 29 Conf                      | 30 ½ day CE                |        | 31 May – 1 June Camooweal Campdraft and Rodeo                          |
|                | 27 CE                     | 28 CE                        | 29 Conf                      | 30 ½ day Conf              |        |  |
|                | 27 CE                     | 28 CE                        | 29 Conf                      | 30 Conf                    |        |  |
|                | 27 ½ day CE               | 28 ½ day Conf<br>28 ½ day CE |                              |                            |        |  |
| 3 June         | Special Holiday – DM Only |                              |                              |                            |        | 3 Mabo Day - DM<br>Cooktown Circuit<br>6-9 Normanton Rodeo & Campdraft |
| 10 June        | 10 CE                     | 11 Conf                      | 12 Conf                      | 13 ½ day Conf              |        | Aurukun Cape B Circuit<br>Doomadgee Gulf Circuit                       |
|                |                           | 11 CE                        | 12 CE                        | 13 Conf                    |        |  |
|                |                           | 11 CE                        | 12 Conf                      | 13 ½ day CE                |        |  |
|                | 10 CE                     | 11 CE                        | 12 Conf                      | 13 CE                      |        |  |
| 17 June        |                           | 18 ½ day Conf<br>18 ½ day CE | 19 CE                        | 20 CE                      |        | 21-22 Mount Isa Show   |
| 24 June        |                           |                              |                              |                            |        |  |

**LEGEND**

|  |                             |
|--|-----------------------------|
|  | Office Days/School Holidays |
|  | <b>Public/Bank Holidays</b> |
|  | Aurukun Sitting             |
|  | Coen Sitting                |
|  | Doomadgee Sitting           |
|  | Hope Vale Sitting           |
|  | Mossman Gorge Sitting       |

| <b>OFFICE</b>   | <b>CONTACT NAME</b> | <b>Phone</b> | <b>Facsimile</b> |
|---|---------------------|--------------|------------------|
| Cairns – Commissioner   | Tammy Williams      | 4081 8413    | 4041 0974        |
| Cairns – Deputy Commissioner  | Rod Curtin          | 4081 8400    | 4041 0974        |
| Cairns – Acting Registrar   | Helen Weedon        | 4081 8412    | 4041 0974        |
| Cairns – Executive Officer (Corporate)                              | Wayne Massey        | 4081 8411    | 4041 0974        |
| Cairns – Manager (Compliance and Policy)<br>(Tue, Wed, Thu morning) | Camille Banks       | 4081 8407    | 4041 0974        |
| Cairns – Manager (Case Management and<br>Monitoring)                | Anne Crampton       | 4081 8414    | 4041 0974        |
| Cairns – Senior Advisor (Statistics and<br>Research)                | Michelle Synott     | 4081 8404    | 4041 0974        |
| Cairns – ICT Administrator  | Mark Doktor         | 4081 8406    | 4041 0974        |
| Cairns – Manager (Coordination)                                     | Sandi Rye           | 4081 8410    | 4041 0974        |
| Aurukun Local Registry Coordinator                                  | Cara Marks          | 4060 6185    | 4041 0974        |
| Coen Local Registry Coordinator                                     | Kate Gooding        | 4081 8410    | 4041 0974        |
| Doomadgee Local Registry Coordinator                                | Brenden Joinbee     | 4745 8111    | 4041 0974        |
| Hope Vale Local Registry Coordinator                                | Josephine Pinder    | 4060 9153    | 4041 0974        |
| Mossman Gorge Local Registry<br>Coordinator                         | Kate Gooding        | 4081 8410    | 4041 0974        |