

# Family Responsibilities Commission

*Report to the Family Responsibilities Board*

## Quarterly Report

**No. 64**

**April 2024 to June 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 April to June 2024.

Quantified in the table below are the activities undertaken by the Commission during quarter 64 with comparisons shown to the previous quarter.

**Table 1:** Activity from 1 January 2024 to 30 June 2024

Activity for the quarter	Qtr 63	Qtr 64
Total number of notices received by the Commission <sup>2</sup>	1,679	1,872
Number of notices within jurisdiction	1,087	1,280
Number of notices not within jurisdiction	592	592
Number of clients notified to the Commission from notices within jurisdiction	598	667
<b>Conferences</b>		
Conferences conducted	244	201
Number of clients served to attend conference	193	172
Attendance percentage for conferences	70%	76%
Non-attendance percentage with acceptable (reasonable) excuse for conferences	16%	40%
<b>Conference outcomes</b>		
Agreements to attend community support services	74	64
Orders made to attend community support services	23	19
Referrals to service providers from Family Responsibilities Agreements and Family Responsibilities Orders <sup>3</sup>	115	98
Agreements for Conditional Income Management (CIM)	0	0
Orders made for CIM	9	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 63</b>	<b>Qtr 64</b>
Conferences for domestic violence matters	53	38
Referrals from domestic violence conferences	32	34
CIM's from domestic violence conferences	1	0
<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	3	0
Accepted	100%	
Refused	0%	
<b>Voluntary Agreements</b>		
Voluntary agreements for a voluntary case plan (VCP)	60	58
Voluntary referrals to service providers	66	61
Voluntary agreements for Voluntary Income Management (VIM)	22	33
<b>Amend/end decisions for Voluntary Agreements</b>		
Number of amend/end decisions for Voluntary Agreements	3	6
Accepted	67%	83%
Refused	33%	17%
<b>Other activity</b>		
Applications to Amend or End received	6	7
<b>Information as at the last day of the quarter</b>		
Number of clients case-managed through current non-voluntary case plan	196	175
Number of clients subject to a current CIM	30	13
Number of clients on a current VIM	61	63

### Quarterly trends

In the current reporting period 65.7% of decisions were made with some form of agreement with the client. This includes those who have self-referred to the FRC for a Voluntary Case Plan (VCP) or a Voluntary Income Management (VIM) agreement, entered into a Family Responsibilities Agreement at conference or successfully applied to end or amend their decision by order or agreement. As a subset of this group, 53% of clients specifically entered into a voluntary agreement.

During the quarter the Commission continued its increased focus on interactions with clients outside the conference setting through its Client Engagement (CE) approach, highlighting its emergence as a core service delivery area for the Commission. For the period 1 April 2024 to 30 June 2024 there were 578 client engagement activities relating to 288 clients.

A noteworthy observation since the introduction of the CE approach outside of the conference setting has been the consistency in engagement between the FRC and clients. The initiative has enabled clients to access resources and services while maintaining autonomy over their choices, which has empowered clients to exercise their right to self-determination and personal agency. This approach prioritises the needs and preferences of clients, fostering an environment where clients feel encouraged to seek support and actively participate in the decision-making process regarding the wellbeing of themselves and their families.

## **Submission to the Australian Parliamentary Joint Committee on Human Rights Inquiry into Compulsory Income Management**

In May 2024, the FRC made a detailed submission to the Parliamentary Joint Committee on Human Rights outlining the features of the FRC's model of income management and submitted that the flexible, client-centred, and nuanced model of income management implemented by the FRC was compatible with human rights.

A summary of the submission is included in the Future Directions and Challenges section.

### **Client Engagement implementation in CRM**

During the quarter, the FRC's ICT Team implemented client engagement functionality into the Dynamics CRM system, introducing new data sets, a data upload tool, and new workflows. This enhancement links client engagement data to voluntary income management and voluntary case plan records, enabling the FRC to accurately identify and record the number of client engagements that lead to voluntary income management and voluntary case plans.

### **Farewell to our Registrar Maxine McLeod**

At the conclusion of her leave in June 2024 Maxine gave notice of her intention to resign from the Registrar's position. The Commission extends sincere thanks to Maxine for her years of service, dedication and commitment to the FRC. As one of the longest serving members of FRC staff Maxine has developed enduring relationships with Local Commissioners, partners and staff and has been an extremely capable steward of the FRC's operations through periods of instability, allowing the organisation and its staff to flourish.

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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 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 30 June 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 64, 585 clients (88%) were notified to the Commission with only one type of trigger notice. The remaining 82 clients (12%) received more than one type of trigger notice.

**Table 2:** Number of clients by number of different types of agency notices received 1 April 2024 to 30 June 2024

Type of Different Types of Agency Notices Received	Number of clients
1	585
2	74
3	8
4	0
<b>Total</b>	<b>667</b>

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

- 65% received a school attendance (EQ) notice
- 12% received a Magistrates Court (MAG) notice
- 6% received a child safety and welfare (CS) notice
- 3% received a domestic violence order (DVO) notice
- 1% received a District Court (DIS) notice
- 1% received a domestic violence breach (DVB) notice
- 1% received a housing tenancy breach notice.

The remaining sole trigger notices received for Commission clients during the quarter were 3 clients with a school enrolment notice (SEN).

Table 3 shows the combination of trigger notices received for the 82 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 April 2024 to 30 June 2024<sup>4</sup>

Type of Agency Notice/s	Number of clients
CS,DVO	5
CS,DVO,MAG	1
CS,EQ	19
CS,MAG	7
DIS,DVB	1
DIS,MAG	1
DVB,DVO	3
DVB,DVO,MAG	4
DVB,EQ,MAG	1
DVB,MAG	6
DVO,EQ	3
DVO,EQ,MAG	2
DVO,MAG	7
EQ,MAG	19
EQ,SEN	2
MAG,SEN	1
<b>Total</b>	<b>82</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. Progressively throughout the 16-years of Commission operations, most clients are showing a willingness to accept support and demonstrate a degree of insight into their behaviours.

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 April 2024 to 30 June 2024<sup>5</sup>

<b>Voluntary Agreements</b>			
	<b>VCP</b>	<b>VIM</b>	<b>Total</b>
<b>Total</b>	<b>58</b>	<b>33</b>	<b>91</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 April 2024 to 30 June 2024<sup>5</sup>

<b>Decisions by Agreement</b>			
<b>Community</b>	<b>CP</b>	<b>CIM</b>	<b>Total</b>
AU	45	0	<b>45</b>
CO	2	0	<b>2</b>
DM	13	0	<b>13</b>
HV	3	0	<b>3</b>
MG	1	0	<b>1</b>
<b>Total</b>	<b>64</b>	<b>0</b>	<b>64</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 April 2024 to 30 June 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	0	1	7	1	2	<b>12</b>
CO	0	0	1	0	0	3	1	<b>5</b>
DM	11	0	2	1	11	15	0	<b>40</b>
HV	2	1	0	1	6	1	1	<b>12</b>
MG	1	0	0	0	0	2	0	<b>3</b>
<b>Total</b>	<b>15</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>24</b>	<b>22</b>	<b>4</b>	<b>72</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 April 2024 to 30 June 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>0</b>	<b>0</b>	<b>0</b>	<b>0</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 April 2024 to 30 June 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>2</b>	<b>3</b>	<b>1</b>	<b>6</b>

During quarter 64 the number of interactions highlighted in tables 4 to 8 related to a total of 204 clients (136 female and 68 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.

<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.

- 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 64 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 April 2024 to 30 June 2024 support our assertion:

- 65.7% 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, 53% of clients specifically entered into a voluntary agreement;
- 19.6% 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;
- 2.0% 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 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:

- 8.8% of clients were ordered to attend a support service under a case plan;
- 1.5% of clients were placed on a CIM order;
- 0.5% of clients were placed on a CIM order and ordered to attend a support service.

## Notices

In quarter 64 the Commission received 1,872 agency notices<sup>7</sup>. Some individuals may have been the subject of more than one agency notice. Of that figure 1,280 notices (68%) relating to 667 clients were within the Commission's jurisdiction, and 592 notices (32%) were outside the Commission's jurisdiction.

**Table 9:** Notices in jurisdiction by type and community 1 April 2024 to 30 June 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	15	0	0	0	1	<b>16</b>
Magistrates Court notices	335	6	0	37	7	<b>385</b>
Domestic Violence Breach notices	12	1	0	4	4	<b>21</b>
Domestic Violence Order notices	33	4	0	10	3	<b>50</b>
School Attendance notices	190	10	349	142	29	<b>720</b>
School Enrolment notice	0	0	1	5	0	<b>6</b>
Child Safety and Welfare notices						
Child Concern Reports	32	5	11	15	2	<b>65</b>
Finalised Child Protection Investigations	12	0	0	0	0	<b>12</b>
Housing Tenancy notices	5	0	0	0	0	<b>5</b>
<b>Total</b>	<b>634</b>	<b>26</b>	<b>361</b>	<b>213</b>	<b>46</b>	<b>1280</b>

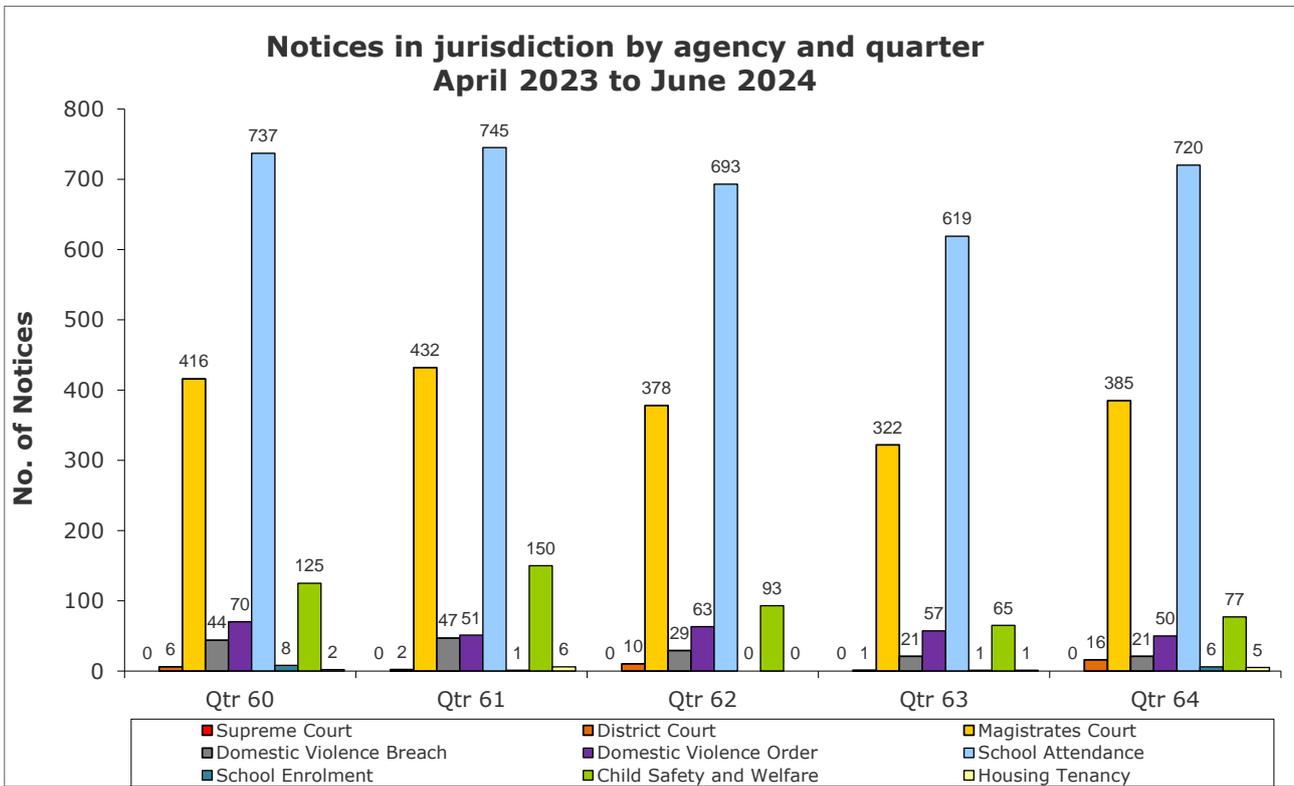
### Further details of notices within jurisdiction for each community are set out below:

- Aurukun received 634 notices relating to 261 clients (161 female and 100 male)
- Coen received 26 notices relating to 20 clients (11 female and 9 male)
- Doomadgee received 361 notices relating to 221 clients (163 female and 58 male)
- Hope Vale received 213 notices, relating to 139 clients (85 female and 54 male)
- Mossman Gorge received 46 notices relating to 26 clients (14 female and 12 male).

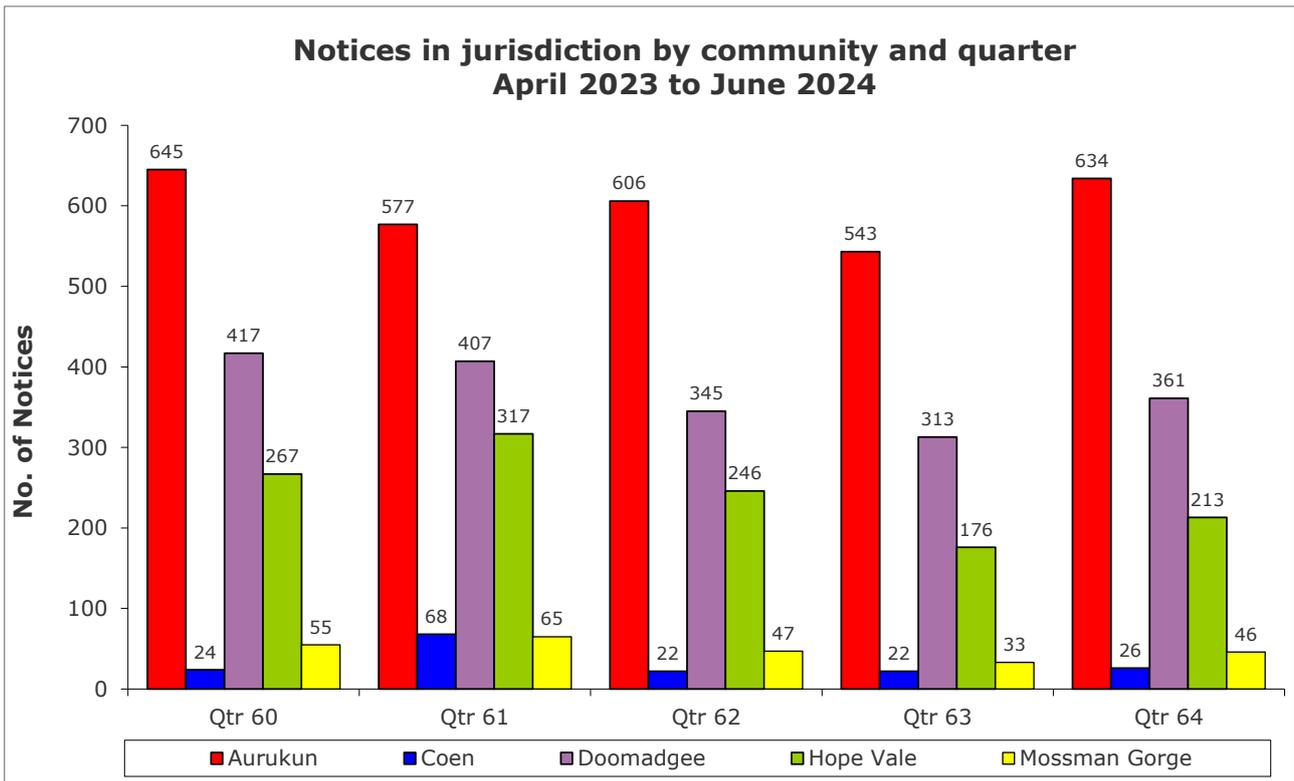
For quarter 64, 44% of clients received more than one notice. Frequently this illustrates multiple child school absences for the one family, or multiple Magistrates Court notices relating to one incident. This may also be suggestive of the complexity of behaviours experienced by a significant proportion of our clients. Conversely, it is important to note the majority of FRC clients (56%) have received only one notice during the reporting period. Twenty-three 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.



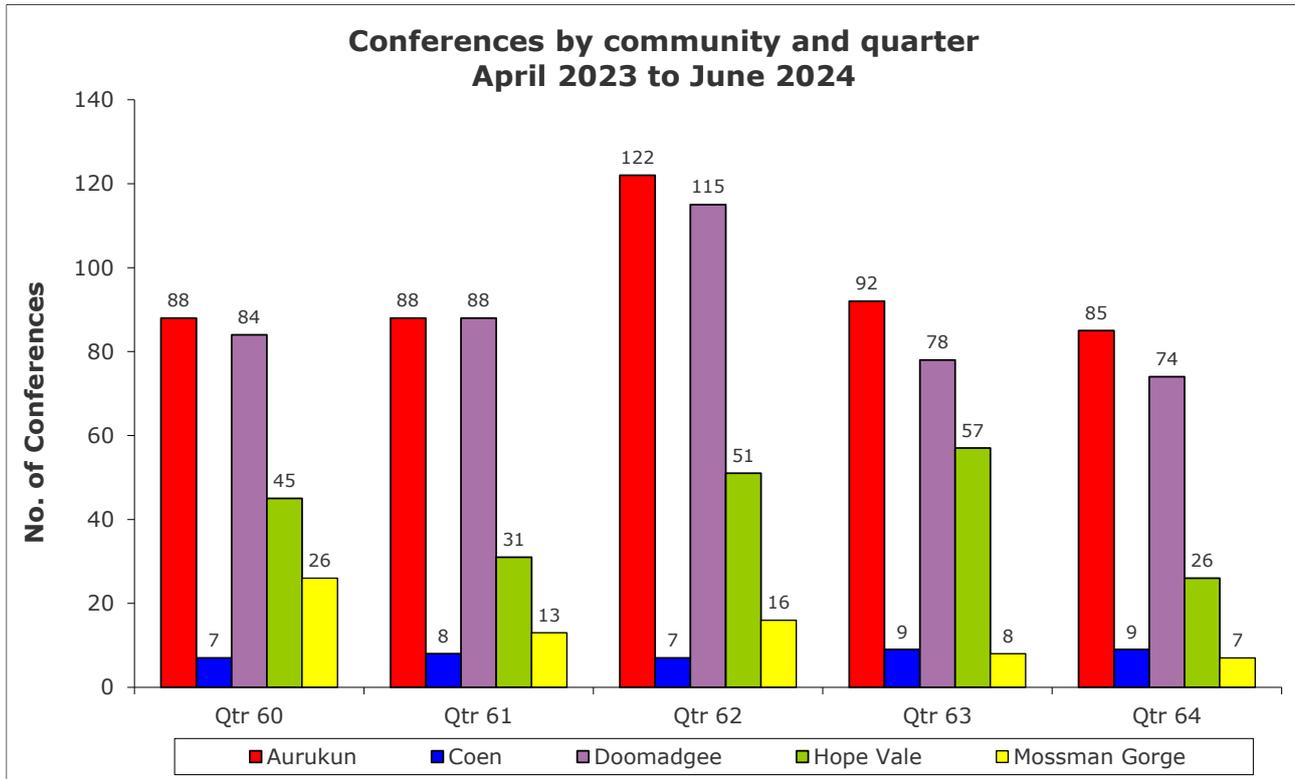
**Graph 1:** Notices in jurisdiction by type and quarter 1 April 2023 to 30 June 2024



**Graph 2:** Notices in jurisdiction by community and quarter 1 April 2023 to 30 June 2024

## Conferences

In quarter 64 201 conferences<sup>9</sup> were held across the five communities (relating to 172 clients served to attend conference). Attendance at conference increased from 69.7% in quarter 63 to 76.1% in quarter 64.



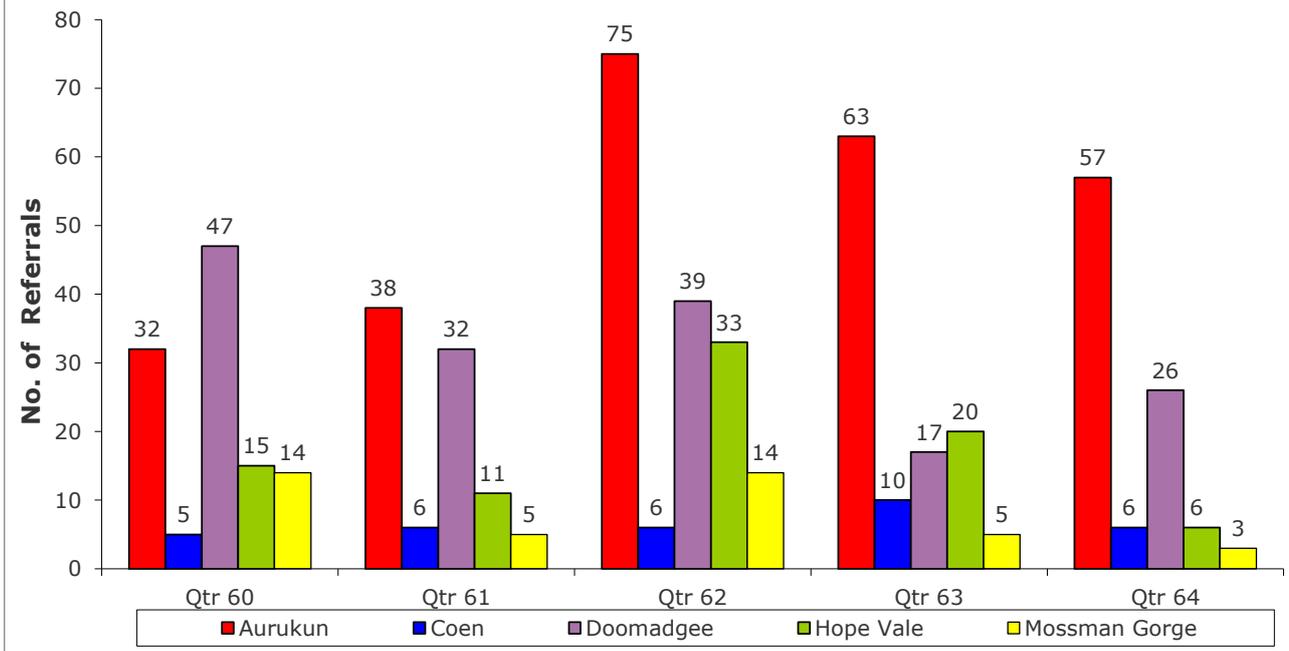
**Graph 3:** Conferences by community and quarter 1 April 2023 to 30 June 2024

## Referrals from 'Family Responsibilities' Agreements and Orders

A total of 98 referrals (to service providers from 'Family Responsibilities' Agreements (FRAs) and Orders) relating to 82 clients were made in quarter 64. 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.

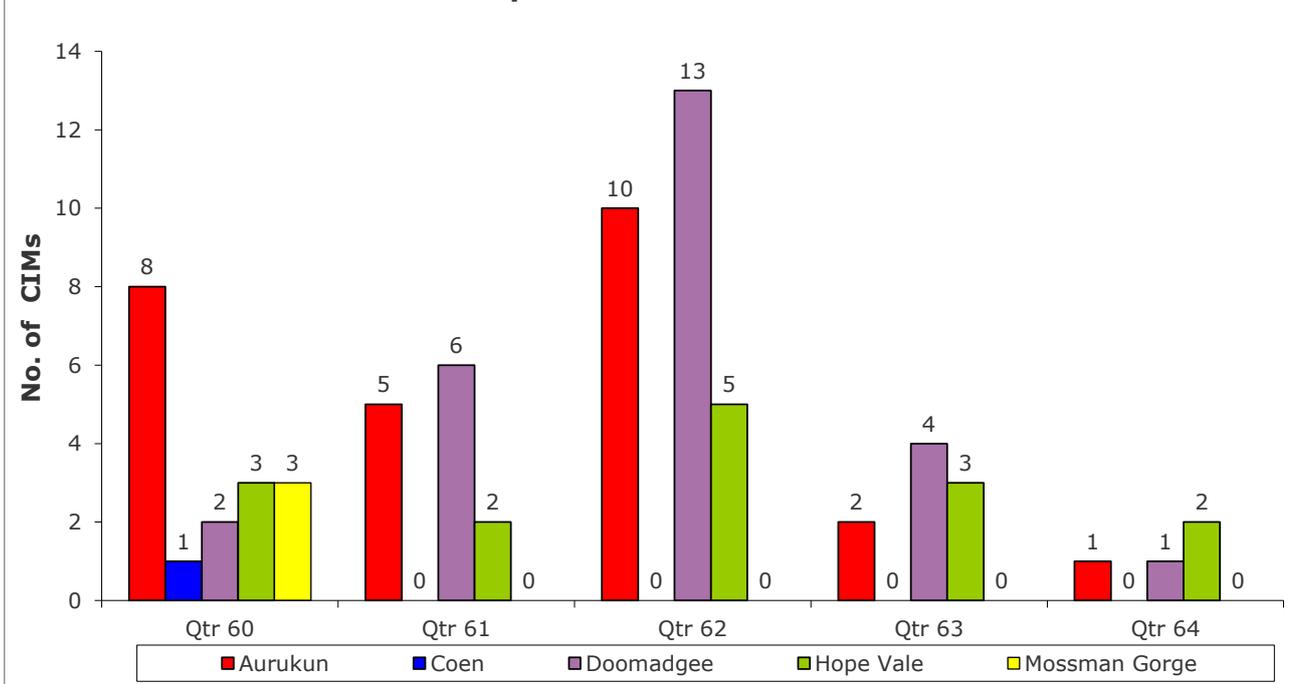
### Referrals from Family Responsibilities Agreements and Family Responsibilities Orders by community and quarter April 2023 to June 2024



**Graph 4:** Referrals by community and quarter 1 April 2023 to 30 June 2024

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

#### Conditional income management by community and quarter April 2023 to June 2024



**Graph 5:** Conditional income management by community and quarter 1 April 2023 to 30 June 2024

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 64 with 75% set at 75% quarantining of welfare payments (see graph 8) and 75% set for a 6-month duration (see graph 6).

As at 30 June 2024 there were 13 clients subject to a current CIM who were responsible for 31 children in their care (16 of whom were school aged children). Of the 13 clients 31% were income managed at 60%, 54% were income managed at 75% and 15% were income managed at 90% whilst duration ranged from 8% for a 3-month duration and 92% for a 6-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

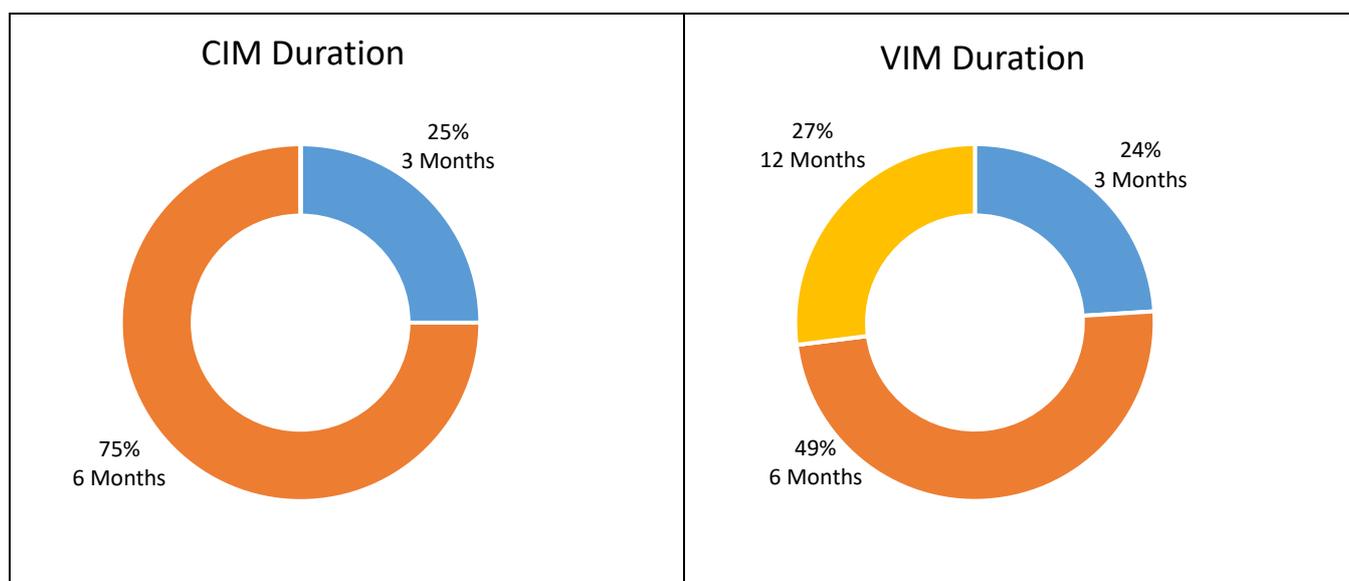
The FRC Act sets out a process under which a community member can voluntarily seek help from the Commission for a referral to a community support service through a voluntary case plan (VCP) or be subject to voluntary income management (VIM). During quarter 64, 58 VCPs were entered into for 61 community 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 33 VIM agreements with 73% of agreements quarantining 60% of welfare payments (see graph 9) and 49% set for a duration of 6 months (see graph 7). As at 30 June 2024 there were 63 clients on a current VIM agreement who had 74 children in their care (43 of whom were school aged children).

### Status of the SmartCard in FRC Communities for quarter 64

Thirty-seven SmartCards (4 for CIM and 33 for VIM) were processed for the period 1 April 2024 to 30 June 2024, including orders and agreements that were still awaiting Centrelink action as at 30 June.

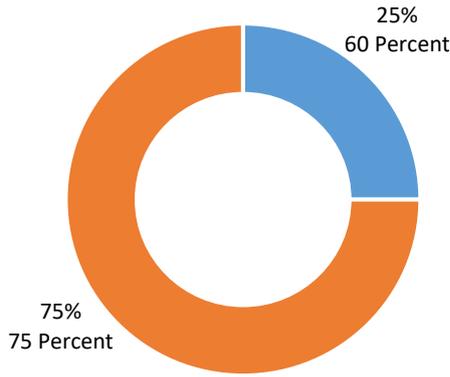


**Graph 6:** Breakdown of CDC CIMs by duration 1 April 2024 – 30 June 2024

**Graph 7:** Breakdown of CDC VIMs by duration 1 April 2024 – 30 June 2024

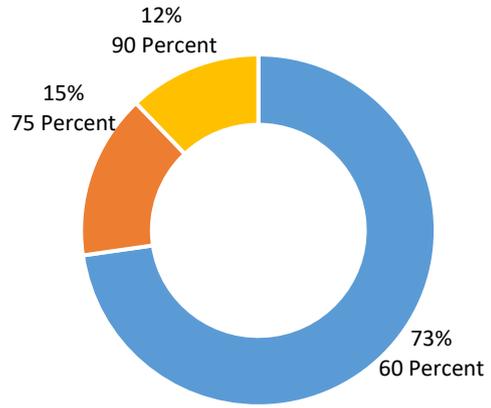
Although initially (March 2021) 66% of VIM applications entered into were for a 3-month duration, the VIM chart above for quarter 64 shows that 24% were entered into for a 3-month duration, 49% were entered into for a 6-month duration and 27% were entered into for a 12-month duration.

**CIM Percentage**



**Graph 8:** Breakdown of CDC CIMs by percentage 1 April 2024 – 30 June 2024

**VIM Percentage**



**Graph 9:** Breakdown of CDC VIMs by percentage 1 April 2024 – 30 June 2024

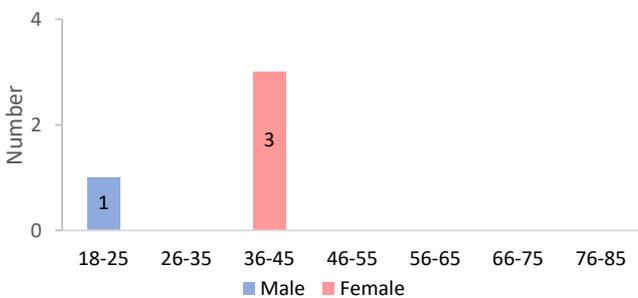
This quarter saw 25% of CIM orders issued quarantining 60% of a client’s welfare payment with 75% quarantining 75% of a client’s welfare payment. The preference by clients to enter into a VIM at 60% remains the popular option with 73% of VIM agreements entered into at 60% for the quarter.

This quarter female community members accounted for the majority of CIMs with 75% 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 73% of the VIMs. Overall females accounted for 73% of all SmartCards (voluntary and conditional) in quarter 64.

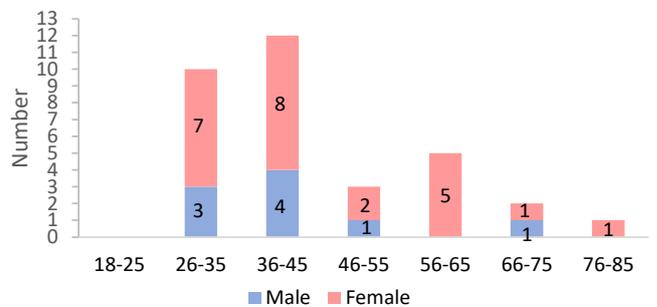
Reasons for applying for the SmartCard were primarily to buy food (67%), to budget (61%), to pay for bills (52%), to save for something they needed (36%) and to protect my payments (33%). Circumstances given by voluntary income management participants when applying for the SmartCard were to support themselves (79%), they needed to support their families (30%), they needed to support their children (24%) and they liked the SmartCard (36%). 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**



**Graph 10:** Breakdown of CDC CIMs by age cohorts and gender 1 April 2024 – 30 June 2024

**VIMs by Age Cohort and Gender**



**Graph 11:** Breakdown of CDC VIMs by age cohorts and gender 1 April 2024 – 30 June 2024

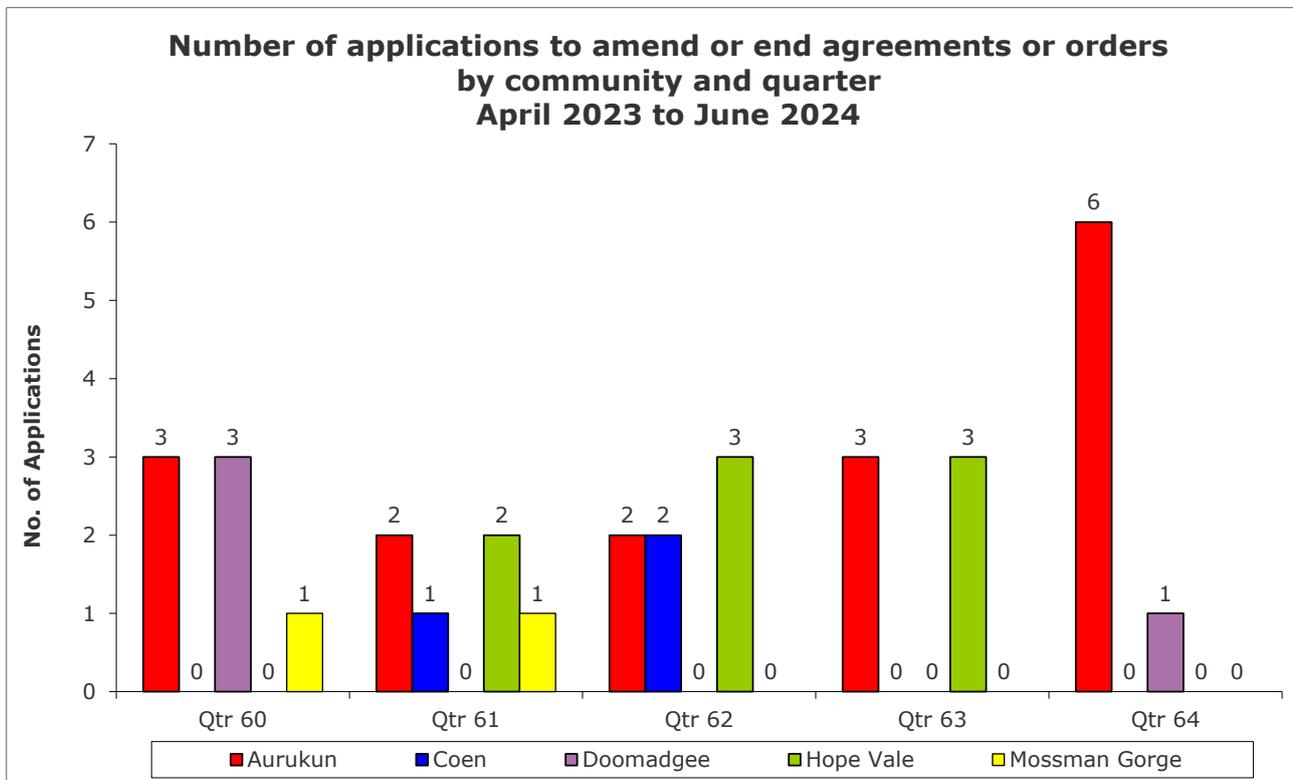
## Case Management

Commissioners are guided by the FRC Act, sections 4 and 5, to encourage community members to engage in socially responsible standards of behaviour, and in doing so, make appropriate use of community support services. The Commissioners use the referral pathways available in each community to strengthen the client’s resilience to face the challenges they experience, and to ensure the wellbeing and safety of children and vulnerable people through broad-based counselling and education. After conference and for the duration of a case plan referral, the FRC registry liaises with clients and support services to monitor the client’s progress against meeting case plan goals. Where appropriate, clients are encouraged to make an application to amend or end their case plan to ensure their evolving needs are met. Commissioners then consider each application to ascertain whether the client has made sufficient progress to justify approving the application and in doing so must consider whether any detriment might impact the welfare of relevant children and/or vulnerable persons. As at 30 June 2024, 175 clients were being case-managed through a current non-voluntary case plan.

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

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

Seven applications relating to 6 clients (4 female and 2 male) to amend or end an Agreement, Order or Voluntary Agreement were received in quarter 64. 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 April 2023 to 30 June 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.

No amend/end applications for a Family Responsibilities Agreement or Order were decided in quarter 64 as no amend/applications were received for FRAs or orders in the quarter.

Six amend/end applications for voluntary agreements were decided in the reporting period with 5 of the 6 applications made by clients accepted by the FRC. A breakdown of the decisions of the applications is as follows:

- 3 Applications were accepted and voluntary income management agreements ended.
- 1 Application was accepted and voluntary income management agreement amended from 90% to 60% for the remaining period of the existing agreement.
- 1 Application was accepted and voluntary income management agreement amended from 60% to 90% for the remaining period of the existing agreement. 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 April 2024 to 30 June 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>	434	233		38	38
Clients conferenced <sup>11</sup>	120	52		37	34
Clients referred through Family Responsibilities Agreements and Family Responsibilities Orders <sup>12</sup>	48	34		33	32
Clients placed on CIM <sup>13</sup>	3	1		41	24
Clients referred through a Voluntary Agreement for a case plan <sup>14</sup>	36	19		40	36
Clients who chose to participate in VIM <sup>15</sup>	24	9		46	42
Clients who submitted an amend/end application <sup>16</sup>	4	2		54	66

### Estimated resident populations:

**Aurukun:** The community of Aurukun had an estimated resident adult population of 808 people as at 30 June 2023<sup>17,18</sup>.

**Coen:** The township of Coen had an estimated resident adult population of 204 people as at 30 June 2023<sup>17,19</sup>.

**Doomadgee:** The community of Doomadgee had an estimated resident adult population of 918 people as at 30 June 2023<sup>17,18</sup>.

**Hope Vale:** The estimated resident adult population of Hope Vale was 667 people as at 30 June 2023<sup>17,18</sup>.

**Mossman Gorge:** The Mossman Gorge community had an estimated resident population of 102 people as at 30 June 2023<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 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>18</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 2023.

<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 2023.

<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 2023.

## 2. Future Direction and Challenges

### Submissions

In line with the Commission's strategic objective to provide quality advice to our government and Parliamentary colleagues to inform policy, legislation and service delivery to our clients, the FRC spent considerable time on contributing to government policy and committees of inquiry during the quarter.

### **Submission to the Department of Justice and Attorney-General on the Anti-Discrimination Bill 2024**

In September 2022, the Queensland Human Rights Commission released its report: *Building Belonging: Review of Queensland's Anti-Discrimination Act 1991*. In its response to the report, the Queensland Government recognised that there was a need for new anti-discrimination legislation to be introduced that reflects contemporary best practice and is in keeping with modern community expectations and standards of behaviour. Accordingly, in February 2024, the Department of Justice and Attorney-General released an exposure draft of a new Anti-Discrimination Bill 2024 and sought community input.

On 2 April 2024, the FRC made a submission to the Department of Justice and Attorney-General expressing support for many of the reforms proposed in the Bill. However, the Commission raised some specific concerns with the proposed requirements for affirmative measures for racial substantive equality. The FRC recommended specific amendments to certain clauses of the draft Bill to address legal uncertainty, ambiguity, operational challenges, and the need for genuine consultation with First Nations people. The submission highlighted the Commission's commitment to human rights, shared decision-making and the importance of considering the implications of the draft Bill particularly on remote First Nations communities.

### **Submission to the Australian Parliamentary Joint Committee on Human Rights Inquiry into Compulsory Income Management**

The FRC was invited by the Australian Parliamentary Joint Committee on Human Rights (PJCHR) to make a submission to its inquiry into compulsory income management. The PJCHR sought input on issues including whether compulsory income management had been successful in achieving its stated aims, and the extent to which compulsory income management is consistent with international human rights law.

The submission outlined that after 15 years of working with clients and their families the FRC recognises that income management alone cannot rectify the complex issues of trauma, poverty, addiction, child abuse and neglect and domestic and family violence experienced in our First Nations communities. However, the flexible, client-centred, and nuanced model of income management implemented by the FRC can provide protection and stability for households in crisis; can be an effective catalyst to encourage behavioural change; and can be a helpful and effective tool for financial management. The Commission submitted that the FRC's model of income management limits human rights only to the extent that is reasonable and proportionate in individual circumstances, and it is necessary to protect the rights of children and other vulnerable people.

The submission made the following recommendations:

1. The PJCHR endorse the FRC model of income management, with its complementary case management approach to clients, as one that is compatible with human rights.
2. The Australian Government continues to invest in the FRC and maintain its legislative and policy settings.

3. The Australian Government supports the FRC to administer its model of voluntary income management to interested persons across Queensland and considers greater flexibility and autonomy to participants in deciding the percentage to be voluntarily quarantined.
4. The Australian Government continues to invest in support services, and employment and training opportunities, in the five remote communities in which the FRC operates, that are effective and responsive to the evolving needs and aspirations of community members.

### **Submissions to the Queensland Parliament regarding the operationalisation of the FRC's 'Childrens Court trigger'**

During quarter 64, the FRC made two detailed submissions to the Queensland Parliament. On 15 March 2024 the FRC lodged a submission to the Queensland Government's Youth Justice Reform Select (YJRS) Committee's inquiry into ongoing reforms to the youth justice system and support for victims of crime.

In mid-April 2024, the YJRS Committee released its draft interim report. Recommendation 11 specifically related to the FRC and amending the FRC Act per the Commission's submission:

*'That the Queensland Government consider introducing legislation seeking to operationalise the 'Childrens Court Trigger' in accordance with section 43(2) of the Family Responsibilities Commission Act 2008, to enable the Childrens Court to provide court advice notices to the Family Responsibilities Commission in relation to a child or young person who has been convicted of an offence.'*

On 1 May 2024, the Queensland Government tabled in Parliament its response to the YJRS Committee, including its response to recommendation 11 specifically in relation to the FRC.

*'This matter has been considered by the Family Responsibilities Board and is now under further consideration by the Department of Youth Justice. This issue requires further policy analysis and consultation with impacted communities prior to consideration of legislative amendments.'*

On 16 May 2024, the FRC made a further submission to the Community Safety and Legal Affairs Committee which has the responsibility of examining the Queensland Community Safety Bill. The FRC's recommendations can be summarised as follows:

- The Queensland Government reconsiders its response to the YJRS Committee's draft interim report, specifically in relation to recommendation 11 as it relates to the Family Responsibilities Commission; and
- The Queensland Community Safety Bill 2024 be amended so that the Family Responsibilities Commission can operationalise its existing power to receive notices from the Childrens Court.

The submission sought further consideration by both the Queensland Government and Parliament of progressing urgent amendments to the FRC Act.

The Commission is pleased to report that the requested legislative changes have since been passed as part of the *Queensland Community Safety Act 2024*. Further information about the passage of the legislation and the FRC's implementation plan will be provided in the next quarterly report.

## Meeting with the Community Support and Services Committee

On 18 April 2024, by invitation, Commissioner Williams, Executive Officer (Corporate) Wayne Massey and Manager (Compliance and Legal Policy) Camille Banks appeared in person at a Public Briefing of the Community Support and Services Committee of the Queensland State Parliament. The purpose of the briefing was to assist the Committee with its oversight of the functions and performance of the Commission.

At the briefing Commissioner Williams provided an update on:

- the MoU for funding for three consecutive years resulting in continuity for Local Commissioner recruitment and employment
- Local Commissioner aging and gender balance issues; eligibility issues under the FRC Act and the difficulty of obtaining a blue card
- the importance of operationalising the Childrens Court trigger in the FRC Act
- the success of the ESR and resultant increase in school attendance data
- the success of Client Engagement through VCPs and VIM
- capacity issues for service providers with the increased demand for their services.

## Registrar

In early 2023 the Commission's then Registrar, Maxine McLeod, indicated her intention to take long service leave later in the year. The position of Registrar is an essential role, provided for by the *Family Responsibilities Commission Act 2008*, and is responsible for managing the registry and the administrative affairs of the Commission.<sup>21</sup>

It has been an important consideration of the Executive Management Team (EMT) to ensure the FRC continued to maintain efficient and effective operations throughout the Registrar's period of leave.

Maxine's length of tenure in the role has meant the FRC has enjoyed some stability in its administration whilst there have been periods of uncertainty including a change of Commissioner/CEO. Recruiting an acting Registrar therefore required careful management and succession planning over many months.

Following an external recruitment process Helen Weedon was appointed acting Registrar in July 2023 for a period of 12 months. Maxine assisted with Helen's onboarding in the weeks following her commencement. These strategies helped to maintain the Commission's high standards of operations and business continuity.

At the conclusion of her leave in June 2024 Maxine gave notice of her intention to resign from the Registrar's position. As of 1 July 2024, Helen Weedon was permanently appointed Registrar on a fulltime basis. The EMT is pleased Helen has agreed to continue working at the Commission after the expiry of her temporary contract. The EMT notes that in a relatively short period of time Helen has already made a positive impact on the Commission's operations which has contributed to improved client outcomes.

The Commission extends sincere thanks to Maxine for her years of service, dedication and commitment to the FRC. As one of the longest serving members of FRC staff Maxine has developed enduring relationships with Local Commissioners, partners and staff and has been an extremely capable steward of the FRC's operations through periods of instability, allowing the organisation and its staff to flourish.

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<sup>21</sup> Section 35 of the FRC Act.

## **Office space and workforce capacity**

The FRC's registry in Cairns has occupied the same premises since 2008. The Commission's workforce has grown in recent years in response to an increase in workloads and operational activities due to evolving client needs. The premises does not adequately address the FRC's unique and specific service delivery needs. Years of short-term funding commitments meant the Commission was not able to consider alternative premises or commit to a refurbishment of existing accommodation. The relative stability now provided by the Queensland and Australian governments' decision to fund the Commission's operations at 'full capacity' for three-years means the EMT is finally able to address these issues.

As a public sector entity, the FRC is required to submit a Request for Accommodation application to the Department of Housing, Local Government and Public Works. While the application progresses through the assessment phase, the FRC will also explore other interim measures such as reconfiguring its existing premises to try to reduce existing pressures on current service delivery needs.

## 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 April 2024 to 30 June 2024) totalled \$1,192,420. This income consisted of:
  - \$641,250 Queensland Government funding
  - \$500,003 Australian Government funding
  - \$51,149 interest received
  - \$18 sundry income.

The balance of available funds in the bank as at 30 June 2024 is \$3,807,840.

### Expenditure:

- Expenditure for the quarter (1 April 2024 to 30 June 2024) was \$1,066,124.

**Table 11:** Expenditure in quarter 64

1 April 2024 to 30 June 2024	Expenditure Qtr 64	1 April 2024 to 30 June 2024	Expenditure Qtr 64
Employee salaries – FRC staff	\$599,454	Internet & IT	\$27,132
Employee salaries – Local Commissioners	\$99,950	Motor Vehicle	\$21,210
Employee on costs – FRC staff	\$114,112	Property	\$37,090
Employee on costs – Local Commissioners	\$14,744	Travel	\$90,354
Other employment costs <sup>22</sup>	-\$4,245	General Operating	\$30,842
Communications	\$4,608	Other expenses	\$30,873
		<b>Total</b>	<b>\$1,066,124</b>

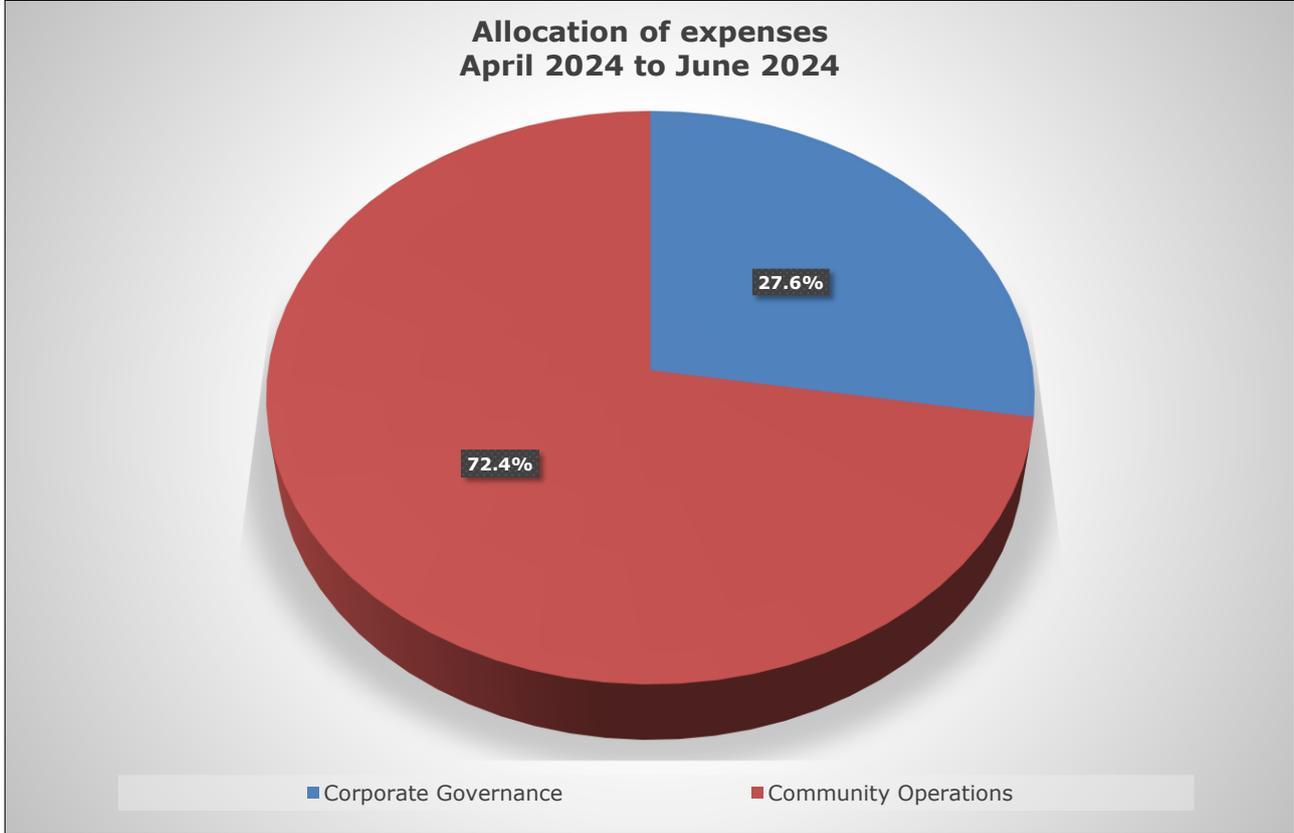
The expenditure of the FRC can be categorised as follows:

- 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, IT, training and other administrative functions to ensure the effective and efficient operations of the Commission.

<sup>22</sup> The negative other employment costs is due to the over accrual of fringe benefits tax from Q60-Q63 (1/4/2023 to 31/3/2024) with an adjustment applied in Q64.

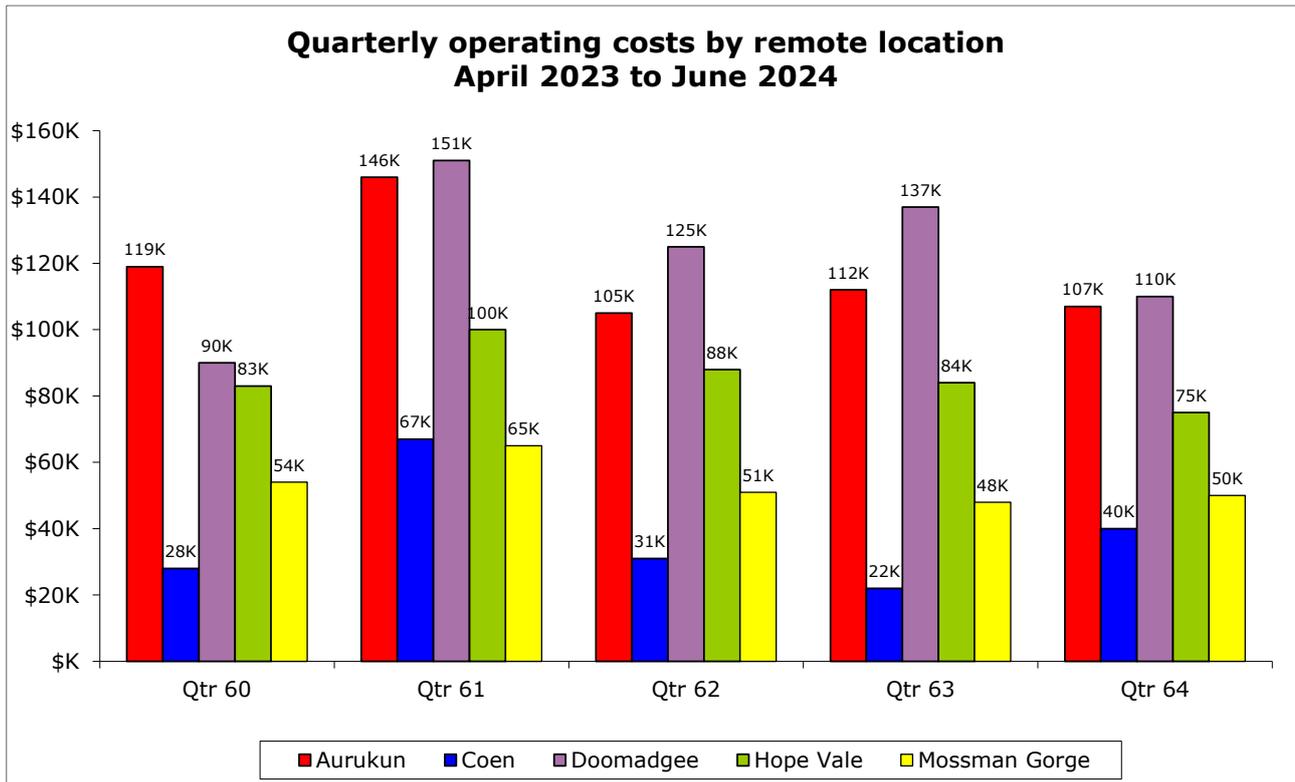
The functions of corporate governance and conference and hearing facilitation are conducted primarily in the registry office in Cairns with frequent visits to community by staff. Community operations are conducted by Local Registry Coordinators and Local Commissioners, resident in their respective communities, 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 64, the largest allocation during the reporting period is in relation to community operations (72.4%).



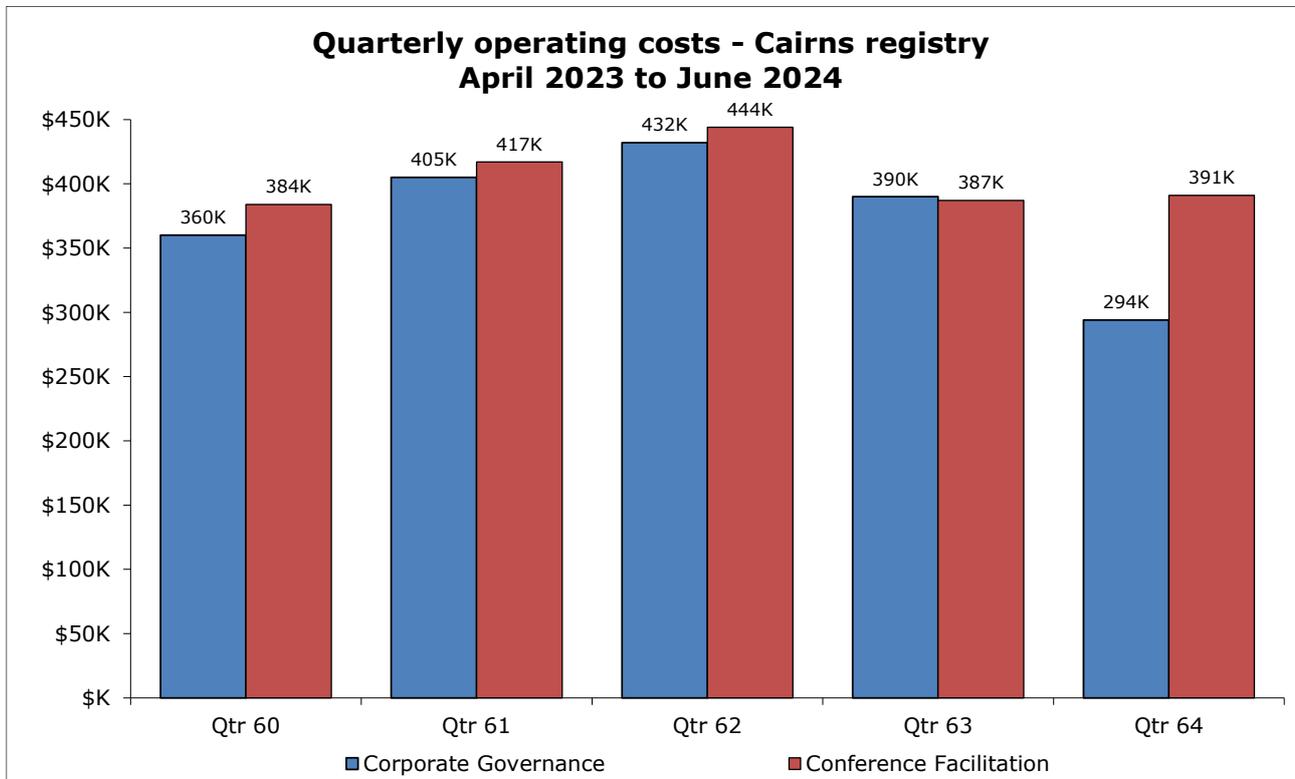
**Graph 13:** Allocation of expenses 1 April 2024 to 30 June 2024

Regional operational expenditure by location and quarter.



**Graph 14:** Operating costs by remote location 1 April 2023 to 30 June 2024

Cairns Registry expenditure for quarter 64 compared to the previous four quarters.



**Graph 15:** Quarterly operating costs Cairns 1 April 2023 to 30 June 2024

The reduction in Qtr 64 Corporate Governance costs as compared to previous quarters relate to lower staff agency costs, staff on long service leave and related long service leave on cost recoveries and the over accrual of fringe benefits tax from previous quarters.

**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 Hope Vale Circuit
15 January						FRC community & client engagement in all communities Aurukun Cape B & Coen Cape A Circuit Doomadgee Gulf Circuit
22 January	22 CE 22 CE	23			Public Holiday	26 Australia Day Public Holiday
29 January		30 CE 30 CE	31 31	1 1 CE		
5 February	5 CE	6	7 7	8 CE 8 ½ day CE		Cooktown Circuit Hope Vale Circuit
12 February		13 CE	14 14	15 15		Aurukun Cape B Circuit
19 February		20	21	22 CE		Aurukun Cape B Circuit
26 February		27 CE	28 28 CE	29		
4 March	4 CE	5 CE 5 ½ day Conf 5 ½ day CE	6	7 CE		Cooktown Circuit
11 March			13 13	14 ½ day Conf 14 ½ day CE 14		Aurukun Cape B & Coen Cape A Circuit
18 March		19 19 CE	20	21 CE		Doomadgee Gulf Circuit
25 March		26 CE 26 CE	27 CE 27 CE 27		Public Holiday	29 Good Friday Public Holiday
1 April	Public Holiday					Cooktown Circuit 1 Easter Monday Public Holiday
8 April		9 CE	10 Conf			Aurukun Cape B Circuit
15 April	15 CE 15 CE	16 CE 16 CE 16 ½ day Conf	17 Conf 17 ½ day Conf 17 ½ day CE 17 Conf	18 Conf 18 ½ day CE 18 CE		Doomadgee Gulf Circuit
22 April	22 CE 22 CE	23 ½ day Conf 23 ½ day CE	24 CE 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 Hope Vale Circuit
	29 CE	30 CE	1 Conf	2 ½ day Conf 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 15 ½ day CE	16 CE		Aurukun Cape B & Coen Cape A Circuit 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 28 ½ day CE				
3 June	Special Holiday – DM Only					3 Mabo Day - DM Cooktown Circuit 6-9 Normanton Rodeo & Campdraft
10 June	10 CE	11 Conf	12 Conf	13 ½ day Conf		Aurukun Cape B Circuit 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 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>Mobile</b>	<b>Facsimile</b>
Cairns – Commissioner	Tammy Williams	4081 8413	0447 739 137	4041 0974
Cairns – Deputy Commissioner	Rod Curtin	4081 8400	0419 647 948	4041 0974
Cairns – Acting Registrar	Helen Weedon	4081 8412	0409 461 624	4041 0974
Cairns – Executive Officer (Corporate)	Wayne Massey	4081 8411	0429 495 353	4041 0974
Cairns – Manager (Compliance and Policy) (Tue, Wed, Thu morning)	Camille Banks	4081 8407	0400 355 040	4041 0974
Cairns – Manager (Case Management and Monitoring)	Anne Crampton	4081 8414	0458 041 191	4041 0974
Cairns – Senior Advisor (Statistics and Research)	Michelle Synott	4081 8404		4041 0974
Cairns – ICT Administrator	Mark Doktor	4081 8406	0427 954 870	4041 0974
Cairns – Manager (Coordination)	Sandi Rye	4081 8410	0438 195 342	4041 0974
Aurukun Local Registry Coordinator	Cara Marks	4060 6185	0428 985 106	4041 0974
Coen Local Registry Coordinator	Kate Gooding	4081 8410	0417 798 392	4041 0974
Doomadgee Local Registry Coordinator	Brenden Joinbee	4745 8111	0418 666 204	4041 0974
Hope Vale Local Registry Coordinator	Josephine Pinder	4060 9153	0408 482 026	4041 0974
Mossman Gorge Local Registry Coordinator	Kate Gooding	4081 8410	0417 798 392	4041 0974