



# GOVERNANCE

## Family Responsibilities Board

Part 12 of the Act provides for the establishment of the Family Responsibilities Board (FR Board). Under section 117 of the Act, the FR Board has a mandate to: give advice and make recommendations to the Minister about the operation of the Commission; give advice and make recommendations to the Commissioner about the performance of the Commission's functions; and to consider the reports submitted by the Commission. Section 118 of the Act provides for the membership of the FR Board, which is endorsed by the Queensland Governor in Council. The FR Board consists of one person nominated by the Minister (chairperson of the FR Board), one person nominated by the Australian Government and one person nominated by the Institute. Board members are appointed by the Governor in Council for the term stated in the member's instrument of appointment.

In accordance with section 123 of the Act the FR Board must meet every three months. The meeting may be held by using any technology available which will allow for efficient and effective communication, however, the Board members must meet in person at least once a year. A quorum for the Board is comprised of two members.

## Composition of the Board

The current FR Board Members are:

- |                  |   |
|------------------|---|
| Mr James Purtill | Director-General, Department of Aboriginal and Torres Strait Islander and Multicultural Affairs |
| Ms Liza Carroll  | Associate Secretary, Indigenous Affairs, Department of the Prime Minister and Cabinet           |
| Mr Noel Pearson  | Executive Chairman, Cape York Institute for Policy and Leadership.                              |

## Executive Management Team

The Commission's Executive Management Team (EMT) is comprised of the Commissioner, the Registrar and the Executive Officer (Management). The EMT plays a critical role in the corporate governance and service delivery of the Commission by:

- providing value-based leadership
- demonstrating and incorporating high standards of integrity and ethical behaviour
- ensuring transparency and accountability through effective decision-making and communication with all employees (including Local Commissioners) and service providers
- providing a clear future direction for the Commission and
- providing leadership and direction on:
  - issues relating to the ongoing financial and non-financial operations of the Commission and the performance of its governance structure and
  - the operation, performance and reporting of the Commission with regard to its obligations under the Act and other relevant legislation.

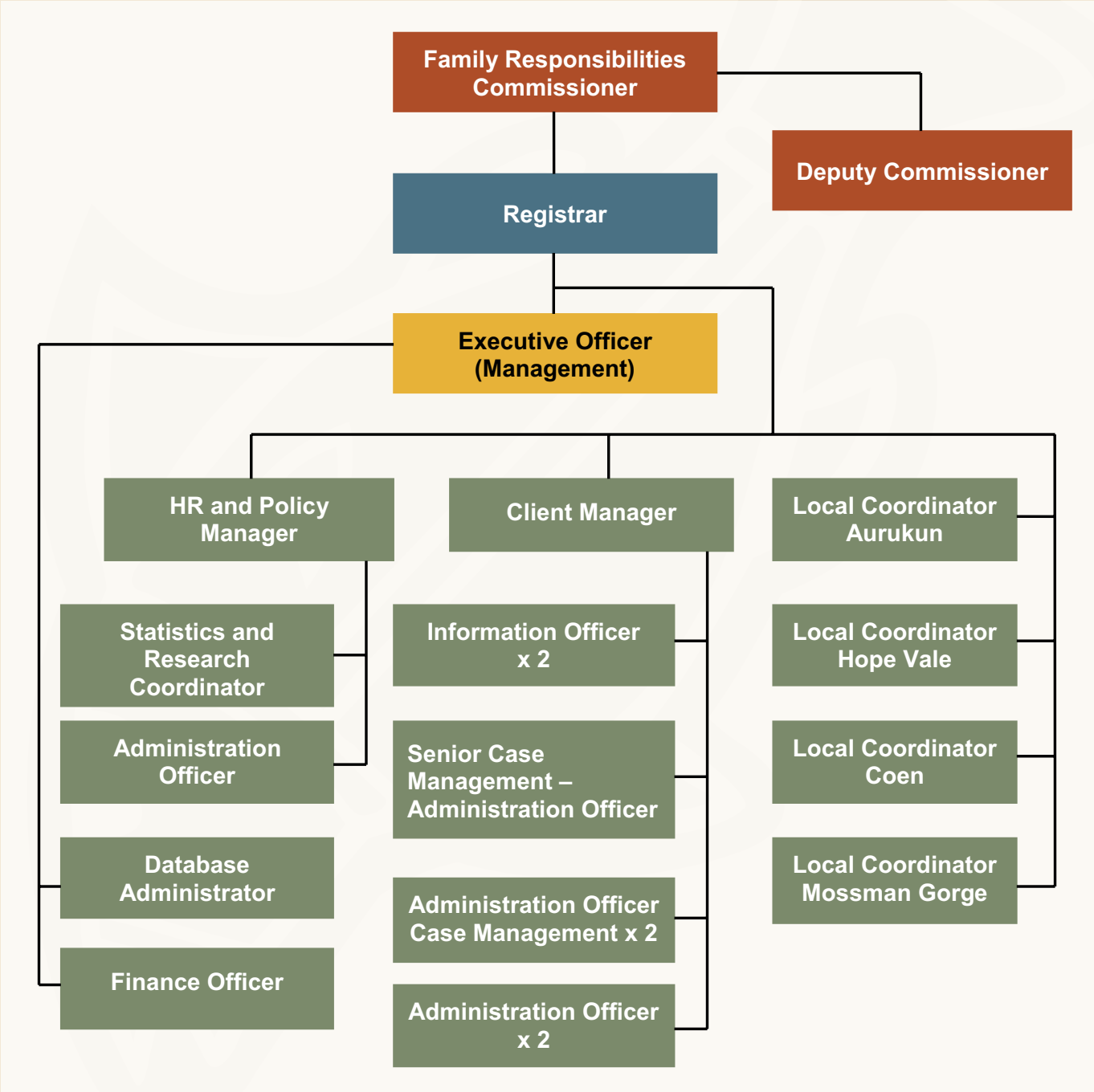
Due to the small size of the Commission, the role of the EMT also encompasses the corporate stewardship functions associated with the Commission's operational performance. In addition the EMT oversees the operations of finance, information management, human resources and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2013-14 year.

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## Corporate structure

The Commission’s organisational structure includes a central registry office based in Cairns and a remote office in each of the CYWR communities of Aurukun, Coen, Hope Vale and Mossman Gorge. Each of the Commission’s remote community based offices has a Local Coordinator appointed to provide strategic, operational and administrative support to the Local Commissioners.





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## Planning

The Commission has adopted a strategic plan which has enabled the Commission to develop goals and strategies to fulfil the mandate of the Commission. These goals are consistent with current whole-of-government priorities, including targets set by COAG under NIRA and other key financial, socio-economic and demographic challenges identified through research and consultation. The strategic plan is reviewed on an annual basis to ensure currency of performance measures and that objectives adequately reflect the Commission's vision and purpose.

## Participation in external governance groups

In addition to the internal governance arrangement of the Commission, the Commissioner and other delegated employees participated in several external governance groups:

- Regional Leadership Group
- Program Office Group
- CYWRT Disengaged Youth Working Group
- Aurukun, Coen, Hope Vale and Mossman Gorge Service Delivery Working Groups
- Regional Managers Coordination Network
- Mossman Gorge School Case Coordination meetings
- Aurukun Intensive Case Management meetings
- Cape York Welfare Reform Education Stream Working Committee.

## Remuneration statement

As disclosed in the Commission's 2013-14 financial statements, executive remuneration of \$397,000 was received by the Commission's Chief Executive Officer (the Commissioner). The amount calculated as executive remuneration in the financial statements incorporates the direct and indirect remuneration including salary and allowances, superannuation, annual provision for long service leave and the grossed up value of fringe benefits associated with accommodation and motor vehicles.

## Human resource management

At 30 June 2014 the Commission had an employee establishment of 20 full-time equivalent positions, including four positions servicing the remote communities. Eighteen positions are based in the Cairns Registry office (including two Local Coordinators servicing Coen and Mossman Gorge), one position (Local Coordinator) is based in Aurukun servicing Aurukun and one position (Local Coordinator) is based in Cooktown servicing Hope Vale. The Deputy Commissioner and Local Commissioners are employed on a fee for service basis.

Since the establishment of the Commission employee and job classification levels have altered as a result of ongoing operational reviews. During this financial year the Commission has experienced a permanent separation rate of 30 percent, and a permanent retention rate of 83 percent. The retention rate reflects the number of employees who were with the Commission as at 1 July 2013, and who are still employed as at 30 June 2014.

The Commission promotes policies and activities to support a healthy work-life balance. Flexible work arrangements are actively accessed and employees are provided the opportunity to work from home where appropriate, part-time work opportunities and hours of work arrangements including the opportunity for purchased leave. These flexible arrangements are also offered in order to assist in balancing work and carer roles where required.



## Recruitment, selection and retention of employees

The Commission conducts all recruitment and selection processes in accordance with the requirements of the *Public Service Act 1996* and relevant Public Service Commission policies and directives.

During the period 1 July 2013 to 30 June 2014 no redundancy, early retirement or retrenchment packages were paid.

## Professional development

A key priority of the Commission is to maintain an environment of continual professional development and learning for all employees and Local Commissioners.

The Commission is committed to providing professional development to the Local Commissioners on a continual basis for the life of the Commission to ensure it actively works to restore local authority. Part of this professional development involves enhancing and expanding upon relationships with other Indigenous organisations, government departments and agencies. The Local Commissioners attended a development week in Cairns commencing on 5 May 2014 during which they met with senior staff from several organisations who provide social and government services to the CYWR communities including the QPS, James Cook University Associate Professor Alan Clough of the Community-based Health Promotion and Prevention Studies, DATSIMA, the Department of Communities, Child Safety and Disability Services, Mental Health and ATODS, Centrelink, Department of the Prime Minister and Cabinet, the Institute, His Honour Magistrate Black, Remote Youth Justice Service Centre, ATSILS, Department of Housing and Public Works and the Cairns Regional Domestic Violence Service. Participation in the consultations and workshops allowed the delegates to address common issues, review strategies and source solutions. Local Commissioners also attended at Red Cross, Djarragun Enterprises and Mookai Rosie Bi-Bayan, each of which provide Indigenous health and support services to the Cape communities. The Hope Vale Local Commissioners then hosted Commission staff and Local Commissioners on a day trip to Hope Vale. A comprehensive summary of the development week can be found in this Annual Report entitled 'Local Commissioner Development Week'.

The broader focus of the Commission's professional development program for employees is on skills development, career enhancement, and supporting a culture of ongoing learning through participation in internal workshops, on the job training and courses conducted by specialist external training providers. This year Commission employees were provided access to DATSIMA's Learning Station e-learning site. Learning Station is an electronic central learning management system for managing and recording learning and development activities. Online eLearning courses such as Ethical Decision-Making and Harvard Manage Mentor management and executive development online courses are all hosted on Learning Station. To facilitate employees' development, each employee together with their manager signs a Performance Assessment and Professional Development Plan. The plan sets out identified learning activities, supports the development of competencies, professional skills and personal attributes, and is designed to identify and record knowledge and skills gaps together with learning objectives. The plans link in to the Commission's strategic and operational objectives and are reviewed on a six monthly basis. During 2013-14 employee professional development, training, and workshops cost \$46,856 excluding travel costs. This investment provides a platform for the Commission to foster the development of new skills and to improve business processes within the Commission.



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During 2013-14 the Commission organised a number of internal and externally sourced training programs and workshops to monitor, evaluate and continuously improve operations, internal administration and service delivery of the Commission. Training programs covered the key areas of:

- management, leadership and team building
- first-aid and cardiopulmonary resuscitation
- substance abuse
- mental health understanding and practice
- managing violent and potentially violent situations
- domestic violence prevention
- fire warden and trial evacuation
- training and assessment
- defensive driving
- Indigenous health
- Ending Family Violence program
- Queensland Public Service Code of Conduct and Ethical Decision-Making
- Good Decisions Training
- Measuring Social Outcomes
- Data and Evidence for Decision-making in Public Policy.

The Commission is also committed to providing support to employees who undertake further education and to providing flexible work practices to enable employees to study whilst continuing to meet operational and client needs.

Under the Commission's Study and Research Assistance Scheme (SARAS) Policy financial assistance and leave arrangements are administered subject to Directive 9/13 Special Leave in an equitable manner, ensuring effective usage of learning and organisational development funds, and taking into consideration available resources. As at June 2014 there are six employees enrolled with various academic institutions for the current 2014 calendar year to study the following:

- Certificate IV Business Administration
- Cert IV Community Services Work
- Diploma of Community Services (Case Management)
- Bachelor of Arts Anthropology and Indigenous Studies
- Graduate Certificate of Criminology and Criminal Justice
- Postgraduate Diploma of Policy and Applied Social Research
- Master of Criminology and Criminal Justice with Honours.

Through the provision of high quality and targeted professional development the Commission seeks to not only enhance the skills and competencies of its employees and Local Commissioners, but to also provide effective and efficient client service.



## Information and communication technology

Coinciding with the establishment of the Commission in July 2008, a service level agreement was entered into with the Corporate Administration Agency (CAA) for information and communication technology services. This ensured the Commission complied with the *Information Privacy Act 2009*. The service level agreement also provides high level security and support.

The Commission, in conjunction with CAA, has policies and network protocols in place to ensure all Commission employees have a clear understanding of their responsibilities regarding ethical information access, transference, usage and management. The Commission's information and communication technology systems capture and retain information, preserve the integrity of information and also provide a high level of security and confidentiality. This year security has been boosted with a transfer from the RSA token to an Etoken. The Etoken allows employees to access the server outside of the network session securely. Further security maintenance was conducted with updated antivirus software installed on new computers and a new administrator password. The Commission can report that no breaches of information security have occurred to date, and no records have been lost due to disaster or other reasons.

The Commission complies with recordkeeping practices in accordance with section 141 of the Act, the *Public Records Act 2002*, Information Standard 40, Recordkeeping and Information Standard 31: Retention and Disposal of Public Records, through the service level agreement with CAA. Approximately 90 percent of Commission records are held in digital format.

## Public Sector Ethics Act 1994 and Code of Conduct

All employees of the Commission, with the exception of the Family Responsibilities Commissioners, the Deputy Commissioner and the Local Commissioners are employed under the *Public Service Act (Qld) 2008*.

This year Commission employees completed their annual Code of Conduct training via DATSIMA's Learning Station e-learning site. The training incorporated the four ethics principles together with their associated values of integrity and impartiality, promoting the public good, commitment to the system of government and accountability and transparency. The Local Coordinators for the communities of Aurukun, Coen, Hope Vale and Mossman Gorge will be facilitating training for each Local Commissioner. New employees are provided with Code of Conduct and ethics training upon induction, and refresher training is conducted annually for all Commission employees.

To further assist Commission employees with ethical decision-making and in understanding the Code of Conduct, the Commission has created a supplementary policy document titled 'Workplace Policy'. This policy presents a broad framework for ethical behaviour, supports the Code and is consistent with the requirements of the *Public Service Act (Qld) 2008*, the *Public Sector Ethics Act 1994*, the *Family Responsibilities Commission Act 2008* and relevant Public Service policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at all Commission premises and are located on our webpage for access to both the public and employees.

Alignment with the ethics principles is further achieved through the Commission's Strategic Plan which incorporates three objectives based on enhancing and strengthening socially responsible standards of behaviour both within the Commission and in the four CYWR communities. Each of these objectives then forms the basis for employee Performance Assessment and Professional Development Plans to link ethics priorities with service delivery.



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## Risk management

The Commission's risk management framework establishes a mechanism to identify, assess and manage real or potential risks. The framework supports a positive risk minimisation and management culture within the Commission which focuses on strategic risks (risks which present as challenges to the Commission's strategic direction and vision), and operational risks (risks which present as challenges to the daily activities of the Commission in delivering its services). In applying the risk management principles the Commission has developed a draft Business Continuity Plan (BCP). The framework of this plan incorporates five key elements – prevention, preparedness, response, recovery and review, and consists of a risk management and contingency plan, business impact analysis, incident response table and recovery plan. The plan states a shared legal responsibility and accountability between, and a commitment by, all employees to implement the BCP. Employees are individually responsible for contributing to the BCP and to the health and safety of others by reporting workplace injury, incidents, illness and hazards. Employees are also responsible for seeking to reduce the vulnerability of the Commission to internal and external events and influences that may impede achieving the goals of the Commission.

The Commission's BCP progresses from an integrated approach to managing all risks that impact on the achievement of the Commission's strategic and business objectives to reviewing and re-evaluating identified risks and reporting to the EMT regarding processes and recommendations.

## External scrutiny

The Parliamentary Health and Community Services Committee have oversight responsibility for the Commission under the *Parliament of Queensland Act 2001*. Pursuant to its obligations under this Act the committee has prepared and released Report No 49 'Oversight of the Family Responsibilities Commission' dated May 2014. The report informs generally on the operations of the Commission, its achievements and finances as reported in the Commission's annual report, and in particular on the findings of the Cape York Welfare Reform Evaluation 2012. The committee has reflected that it recognises the limitations of using FRC data alone to assess the effectiveness of Commission operations in restoring social responsibility to the communities. Data collected by the Commission is not designed for evaluation purposes or measuring social outcomes. The committee stated that it is, however, satisfied that the Commission is meeting its obligations as a statutory body, and that, "Evidence presented to the committee at its Cairns hearing by the Commissioner, the Institute and others suggests that significant progress is being made in some areas".

## Professional conduct

All employees of the Commission are required to adhere to the values of the Commission and undertake their duties with professionalism, respect for diversity and courtesy whilst utilising ethics in all decision-making. Employees are made aware of their ongoing responsibilities, duty of care and requirements under the core legislation governing the Commission as published through Commission policies, protocols and guidelines which are readily available to employees on the intranet. During the year the Commission has continued refining its strategies and processes to ensure its operations are effective and the strategic direction is maintained. The following policies and guidelines were revised to ensure efficiencies of process: Workplace Health and Safety Policy, Workplace Policy, Intranet Internet and Email Usage Policy, Employee Assistance Policy, SARAS Policy, External Complaints Management Policy, Travel Policy, Harassment Discrimination and Bullying Policy, Rural and Remote Area Incentive Policy and Guideline for Implementing the Fundamental Principles of Justice for Victims of Crime. An electronic Induction Manual was



created during the year to streamline induction procedures and provide a central location for all Commission policies and registers.

Commission policies are required to be read and understood as part of the Commission induction process and a register must be signed acknowledging an understanding of the policies. The Commission complies with the following legislative requirements in performing its functions:

- *Family Responsibilities Commission Act 2008 (the Act)*
- *Public Service Act (Qld) 2008*
- *Public Sector Ethics Act 1994*
- *Financial Accountability Act 2009*
- *Victims of Crime Assistance Act 2009*
- *Public Interest Disclosure Act 2010*
- *Anti-Discrimination Act 1991*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011*
- *Public Records Act 2002.*

## **Publication of information on line**

For information regarding consultancies, international travel, corporate social responsibility including waste management and recycling policies, carbon emissions, reconciliation, right to information and information privacy, complaints management, corporate services and work health and safety refer to the Additional published information under Right to Information on the Commission's website at <http://www.frcq.org.au> and the Queensland Government Open Data website at <https://data.qld.gov.au>.

## **Publications by the Commission during 2013-14**

1. Annual Report 2012-13
2. Quarterly Performance Report 20
3. Quarterly Performance Report 21
4. Quarterly Performance Report 22
5. Quarterly Performance Report 23

All publications are available on the Family Responsibilities Commission's website:  
<http://www.frcq.org.au>.