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Family Responsibilities Board

Part 12 of the FRC Act provides for the establishment of the Family Responsibilities Board (FR Board). Under section 117 of the FRC 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 consider the reports submitted by the Commission. Section 118 of the FRC 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.

Section 123 of the FRC Act states that the FR Board must meet every six 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. A full description of the meetings of the FR Board can be found at page 115.

Composition of the Board

The FR Board members as at 30 June 2018 were:

Ms Tammy Williams	A/Director-General, Department of Aboriginal and Torres Strait Islander Partnerships as the Chair
Mr Troy Sloan	First Assistant Secretary, Legal, Employment, Environment and Evaluation Division, Indigenous Affairs, Department of the Prime Minister and Cabinet
Mr Noel Pearson	Founder, Cape York Partnership representing the Cape York Institute.

It is anticipated that Dr Chris Sarra will commence his appointment as Director-General of DATSIP on 7 August 2018.

Executive Management Team

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

- providing value-based leadership whilst being a role model for innovation, teamwork and problem solving
- demonstrating and incorporating high standards of integrity and ethical behaviour
- ensuring transparency and accountability through effective decision-making and communication with employees 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 FRC 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 2017-18 year. Following Commissioner Glasgow's advice to the State

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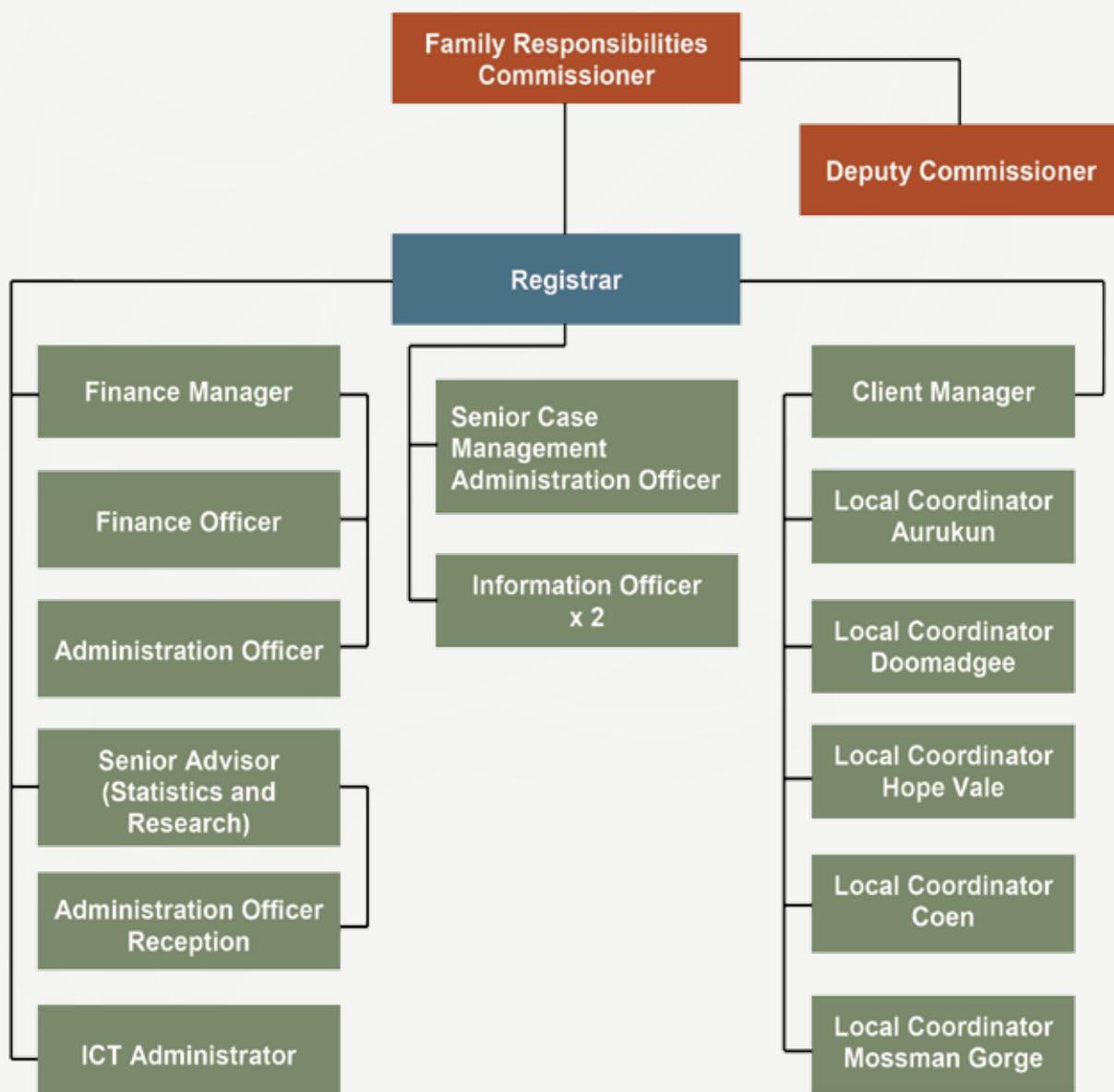


Government of his intention to retire on 31 July 2018, the Deputy Commissioner was invited to join the EMT and also attend all staff meetings.

Corporate structure

The Commission's organisational structure includes a central registry office based in Cairns and a remote office in each of the welfare reform communities of Aurukun, Coen, Doomadgee, 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.

The FRC Commissioner was appointed by the Governor in Council under the FRC Act until 31 July 2018, however, his appointment was subsequently extended in July 2018 to 31 December 2018. The Deputy Commissioner and Local Commissioners are appointed by the Governor in Council under the FRC Act until 31 December 2018.





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Planning

The Commission has adopted a strategic plan which clearly defines the strategic outcomes sought by the Commission, the strategic objectives which are specifically tied to these outcomes and the strategies it will employ to achieve its objectives. The strategic outcomes of improved community wellbeing and improved community responsibility set out what the Commission wishes to achieve. The strategic objectives relate to specific targets and processes by which the Commission seeks to achieve its outcomes. The Commission’s direction is consistent with, and guided by, 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. A copy of the Strategic Plan can be found on page 17.

Participation in external governance groups

In addition to the internal governance arrangements of the Commission, the Commissioner and other delegated employees participate regularly in interagency meetings and governance groups. In particular regular individual meetings are conducted separately between the Commission, and its strategic partners DATSIP, CYP and DPMC. These meetings enhance interagency collaboration and focus on common goals.

In addition, regular meetings are held between the Commission and community service providers to focus on seamless service provision for Commission clients, to fill in gaps where they occur and to maintain up-to-date knowledge on agency services, ensuring responsiveness to both client and community needs.

Human resource management

At 30 June 2018 the Commission had an employee establishment of 15.4 full-time equivalent (FTE) positions, including positions servicing the regional communities. The .4 FTE position is currently filled by a contract employee in order to meet current operational requirements. Thirteen positions are based in the Cairns registry office (including one part-time position and one Local Coordinator servicing Coen and Mossman Gorge). Regional positions include one Local Coordinator based in Aurukun, one Local Coordinator based in Hope Vale and one Local Coordinator based in Doomadgee. The Deputy Commissioner and Local Commissioners are employed on a fee for service basis.

Workforce Profile
<ul style="list-style-type: none"> Of the 15.4 FTEs, 12 are permanent staff, 2.4 are temporary staff and 1 is on a set contract term (FRC Commissioner’s tenure is set by the Governor in Council)
<ul style="list-style-type: none"> 13.0 percent of our workforce is Aboriginal or Torres Strait Islander
<ul style="list-style-type: none"> 61.0 percent of our workforce are women
<ul style="list-style-type: none"> 19.5 percent of our workforce reside in remote communities

Since the establishment of the Commission employee and job classification levels have altered from time to time as a result of operational reviews. During this financial year the Commission has experienced a permanent separation rate of eight percent.

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 or job share work opportunities exist, and hours of work arrangements including the opportunity for purchased leave are available. These flexible arrangements are also offered in order to assist in balancing work and carer roles where required. Employees are also encouraged to use their annual leave.

To prevent the onset of desk-related neck, back, shoulder, elbow and wrist injuries, and to manage symptoms which may already exist, the Commission offers employees access to ergonomic specialist services.

There were no formal complaints of bullying or harassment during the financial year. Quarterly reports on complaints and investigations are provided to the Public Service Commission as part of the whole-of-government reporting requirements.

Recruitment, selection and retention of employees

The Commission conducts all recruitment and selection processes in accordance with the requirements of the *Public Service Act 2008* and relevant Public Service Commission policies and directives. New employees are welcomed through the Commission's on-line induction process which provides information in regard to the Commission and links to all human resource policies. Each is mentored by a staff member to assist them to become familiar with the Commission and what is expected of them in their role.

In 2014 the *Family Responsibilities Commission Act 2008* was amended to remove the sunset clause which provided that the FRC Act would cease on a specified date. Subsequent to the removal of the sunset clause, and to comply with the provisions of s149 of the *Public Service Act 2008* and Queensland Public Service Commission Directives, employees occupying ongoing and funded positions have been transitioned to tenure after having cleared the employees requiring placement pool. During the reporting period, one employee was transitioned to tenure.

During the period 1 July 2017 to 30 June 2018 no redundancy, early retirement or retrenchment packages were paid.

Professional development

The Commission is committed to providing professional development to the Local Commissioners on a continual basis to ensure it actively works to restore local authority. Part of this professional development involves enhancing and expanding upon relationships with other Indigenous organisations, service providers, government departments and agencies. The Local Commissioners attended their annual development week in Cairns commencing on 8 May 2018 during which they met with senior staff from several organisations including DATSIP, DSS, DPMC and CYP.

Following the official opening and Welcome to Country, the delegates were addressed by Dr Ernest Hunter. Dr Hunter trained in psychiatry and public health in the United States, before working in remote Indigenous Australia. He has spent many years engaged in research and clinical care in northern Australia, and has travelled extensively in the remote communities in Cape York. He is a well-respected and valued consultant in Indigenous mental health. Dr Hunter spoke of the historic events which escalated the general and mental health decline in Aboriginal communities. The Doctor identified the three basic ingredients common in young Indigenous who had committed suicide; the parents were not living with the children, the children were disengaged from schooling, and all had witnessed people acting out self-harm. Dr Hunter's message was that it is vital to help families to reconnect and support these lost children, and that schooling was vital to their wellbeing.

Two field trips then followed, with a trip to Djarragun College to view the new health clinic and boarding facilities available to Cape and Doomadgee students, whilst the Hope Vale Commissioners travelled to Yarrabah to meet with community members and discuss the work of the FRC. The next



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day was dedicated to leadership training which included some Registry staff members. Two guest speakers were invited the next morning to speak of their stories in regard to Indigenous economic development. DATSIP then spoke with the Commissioners about the evaluation of Welfare Reform and the consultations being conducted in their communities, and DSS consulted with the Commissioners in regard to their review of income management.

Participation in the week-long conference allowed the Local Commissioners to tackle common issues, review strategies and source solutions. 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. All Commission employees have been registered for the online iLearning courses provided by DCSYW. This online learning service provides training in Ethical Decision-Making, Harvard ManageMentor and executive development online courses including webinars for team leaders, supervisors and managers on a range of topics, a mentoring program for senior officers and managers, finance and procurement fundamentals and a Lead.Perform Hub. The Lead.Perform Hub provides leadership and performance development information, resources and learning opportunities for emerging leaders, operational leaders and senior leaders. The hub is designed to enable collaboration and learning where employees can access learning activities, videos and program information to develop leadership and supervision practice, knowledge and skills. A Psychological Health Safety and Wellbeing course is also available which offers training and awareness on psychological wellbeing in the workplace. Information on common psychological conditions that impact on work performance and appropriate employee support options are canvassed in this course. These are but a few of the training opportunities offered.

To facilitate employees' development, each employee together with their manager signs a Performance and Development Agreement. The agreement 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 with the Commission's strategic objectives and are reviewed on a six monthly basis. During 2017-18 employee professional development, training, and workshops cost \$50,768 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.

During 2017-18 the Commission organised a number of 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:

- Introduction to Mediation Skills
- Customised Leadership Program
- Emerging Leaders Program
- Employee Assistance Program worklifeAssist Seminar
- National Indigenous Education Forum
- National Indigenous Education Boarding Symposium
- Prince2 Foundation Certificate in Project Management
- Implementing Microsoft Azure Infrastructure Solutions
- Developing Microsoft Azure Solutions
- User Experience for the Web



- Wordpress/Manage Your Site
- Managing Office 365 with PowerShell
- Australian Public Sector Anti-Corruption Conference
- financial reporting training
- taxation and payroll training
- fire warden and trial evacuation
- first-aid and cardiopulmonary resuscitation including defibrillation
- fraud and corruption in the workplace training
- Queensland Public Service Code of Conduct and Ethical Decision-Making.

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 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 2018 there are four employees enrolled for the current 2018 calendar year to study the following:

- Bachelor of Social Work
- Certificate IV Leadership and Management
- Diploma of Child, Youth and Family Intervention
- Certificate IV in Accounting.

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 agreement ensures that the Commission complies with the *Information Privacy Act 2009*, whilst providing a high level of security and support.

The Commission's Information and Communications Technology (ICT) system plays a vital role in supporting employees both in the Cairns registry office and regional offices. The Commission, in conjunction with CAA, has policies and network protocols in place to ensure all employees have a clear understanding of their responsibilities regarding ethical information access, transference, usage and management. These systems capture and retain information, preserve the integrity of information and also provide a high level of security and confidentiality.

The Registry has had to work on a number of mandatory ICT projects this year which have consumed substantial resource and time allocations. The Commission is only a small organisation, and therefore projects as detailed below affect not only those directly involved, but also at some point in time every staff member in the Registry in one capacity or another.

- The Commission's Virtual Desktop Infrastructure (VDI) Server is the centralised server used to deliver its operations. The Commission was advised by CAA in August 2017 that effective from 30 June 2018, after seven years of service, this server will reach the end of its life. Options and solutions to support the Commission's continued operations were sought throughout the second and third quarters of the 2017-18 financial year. Solutions were sought in partnership with CAA,



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who hosted the VDI server and Telstra, the Commission's telecommunication provider. After deliberating all possible solutions, and bearing in mind the Commission's uncertain future, the option to extend the server's life and move its home to a different location was the most viable and economical solution to implement. The VDI server's life was extended by Dell for an additional year at a cost, and the VDI was relocated from the State Library of Queensland's Datacentre to CITEC's Datacentre. A further review of the Commission's VDI will be required should the Commission be extended beyond July 2019.

- During the second half of 2017 all businesses with 20 or more employees were instructed that by 1 July 2018 they would be required to use Single Touch Payroll enabled software for reporting to the Australia Taxation Office (ATO). It was identified that to comply with ATO reporting, the Commission's accounting and payroll software would need to be upgraded. The project was completed in mid-June 2018.

Moving forward, the Commission will continually aim to implement innovative and technology driven solutions to work more efficiently whilst complying with best practice principles. A priority of the Commission is to increase its ability to work in a more sustainable 'paper free' environment.

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 occurrences.

The Commission complies with recordkeeping practices in accordance with section 141 of the FRC 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 Commissioner, the Deputy Commissioner and the Local Commissioners are employed under the *Public Service Act 2008*.

Commission employees have completed their annual Code of Conduct training via the DCSYW iLearning site. The training incorporates 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, Doomadgee, Hope Vale and Mossman Gorge have also facilitated 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 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 2008*, the *Public Sector Ethics Act 1994*, the FRC Act and relevant Public Service Commission policies and directives. The Code of Conduct and Workplace Policy are both available in hard copy at all Commission premises.

Alignment with the ethics principles is further achieved through the Commission's Strategic Plan which incorporates objectives based on enhancing and strengthening socially responsible standards of behaviour both within the Commission and in the five welfare reform communities. These objectives then form the basis for employee Performance and Development Agreements to link ethics priorities with service delivery.

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Public sector values

Customers first	Be courageous
 <ul style="list-style-type: none"> • Know your customers • Deliver what matters • Make decisions with empathy 	 <ul style="list-style-type: none"> • Own your actions, successes and mistakes • Take calculated risks • Act with transparency
Ideas into action	Empower people
 <ul style="list-style-type: none"> • Challenge the norm and suggest solutions • Encourage and embrace new ideas • Work across boundaries 	 <ul style="list-style-type: none"> • Lead, empower and trust • Play to everyone's strengths • Develop yourself and those around you
Unleash potential	
 <ul style="list-style-type: none"> • Expect greatness • Lead and set clear expectations • Seek, provide and act on feedback 	

The Commission continues to structure its operations in accordance with the objects and principles of the FRC Act and the Queensland Public Service Values of: customers first, ideas into action, unleash potential, be courageous and empower people. The Commission's Service Charter pledges the best service we can provide and to deliver outputs for the Queensland and Australian Governments that achieve the outcomes sought for the welfare reform communities. In doing so the Commission nurtures a spirit of inquiry and innovation. Our Local Commissioners are well acquainted with their community and the ancestry and family history of their community members. Decisions are made with an understanding of where each client comes from and what has influenced their behaviour. The exercise of their authority under the FRC Act is governed by this understanding. They are challenging



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the negative social norms in their communities every day, encouraging clients to cross the boundaries of their inappropriate social behaviours. To do so requires courage from the Local Commissioners and from Commission clients. The Local Commissioners are leading by example, trusting where their intuition demands consideration of the challenges faced by each individual and at times demanding action by imposing restrictions. With each decision they take a calculated risk on the strength and capacity of their community members, whilst empowering them to be responsible to themselves, their families and their community.

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 a 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 Commission commenced the year under the oversight responsibility of the Infrastructure, Planning and Natural Resources Parliamentary Committee under the *Parliament of Queensland Act 2001*.

In August 2017 the committee presented Report number 52 on the oversight of the Commission, which highlighted issues for consideration by the Legislative Assembly. One recommendation was made in Report number 52. This recommendation stated that, "...Queensland Government service delivery departments which have a statutory relationship with the Family Responsibilities Commission consult with the Family Responsibilities Commission in regard to any proposed changes to operations and reporting that may impact the Commission". The recommendation was made in light of past operational and legislative changes that have affected the Commission's operations.

Of particular comment in the committee's report is their concern that sufficient consideration be given to succession planning for the FRC Commissioner and Local Commissioners in 2018. The committee acknowledged, "...the challenging work undertaken by the FRC, and is greatly impressed with the significant results which the FRC has achieved and is achieving in the welfare reform communities in which it operates. The FRC over its period of operation has built strong relationships within the welfare reform communities and has become a valuable conduit for the work of many Queensland Government service agencies".

Following a Queensland general election held on 25 November 2017, and the swearing in of the Honourable Anastacia Palaszczuk MP as the Premier of Queensland on 12 December 2017, the Honourable Jackie Trad MP was appointed the Deputy Premier, Treasurer and Minister for Aboriginal



and Torres Strait Islander Partnerships. Due to this ministerial change, the Commission's oversight Parliamentary committee transitioned from the Infrastructure, Planning and Natural Resources Parliamentary Committee to the Economics and Governance Committee on 15 February 2018.

The committee is responsible for examining Bills to consider policy, examining estimates, assessing the Commission's accounts in regard to integrity, economy, efficiency and effectiveness of financial management and assessing whether the Commission is performing its legislative functions and meeting its obligations as a statutory body. The committee is set to conduct estimates hearings in July 2018.

Between March and June 2018 a consultation team comprised of personnel from DATSIP, DPMC and CYP representing the Institute travelled to Aurukun, Coen, Hope Vale and Mossman Gorge to conduct consultations in regard to the effectiveness of Welfare Reform and Commission operations. A similar consultation was conducted in Doomadgee by DATSIP only. The resultant report from these consultations will inform State and Australian Government decisions on the future of Welfare Reform and the Commission.

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:

Policy	Revision Date
Rural and Remote Area Incentive Policy	September 2017
Staff Induction Policy	October 2017
Information Sharing Protocol	November 2017
Discipline in the Workplace Policy	December 2017
Employee Complaints Management Policy	December 2017
Privacy Policy	December 2017
External Complaints Management Policy	January 2018
Local Commissioner Conference Guidelines	January 2018
Local Commissioner Handbook	January 2018
Public Interest Disclosure Policy and Procedure	February 2018



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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*
- *Anti-Discrimination Act 1991*
- *Domestic and Family Violence Protection Act 2012*
- *Financial Accountability Act 2009*
- *Financial Arrangements Act 1982*
- *Information Privacy Act 2009*
- *Public Interest Disclosure Act 2010*
- *Public Records Act 2002*
- *Public Service Act 2008*
- *Public Sector Ethics Act 1994*
- *Right to Information Act 2009*
- *Victims of Crime Assistance Act 2009*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011.*

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 <https://www.frcq.org.au> and the Queensland Government Open Data website at <https://data.qld.gov.au>.

Publications by the Commission during 2017-18

1. Annual Report 2016-2017
2. Quarterly Report 36 (April to June 2017)
3. Quarterly Report 37 (July to September 2017)
4. Quarterly Report 38 (October to December 2017)
5. Quarterly Report 39 (January to March 2018)

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