



# GOVERNANCE

## 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 State 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 State 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 107.

## Composition of the Board

The FR Board members as at 30 June 2019 were:

Dr Chris Sarra	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, Department of the Prime Minister and Cabinet
Mr Noel Pearson	Founder, Cape York Partnership representing the Cape York Institute.

## Executive Management Team

The Commission's Executive Management Team (EMT) is comprised of the Commissioner, the Registrar, the Client Manager and the Executive Officer (Finance). 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

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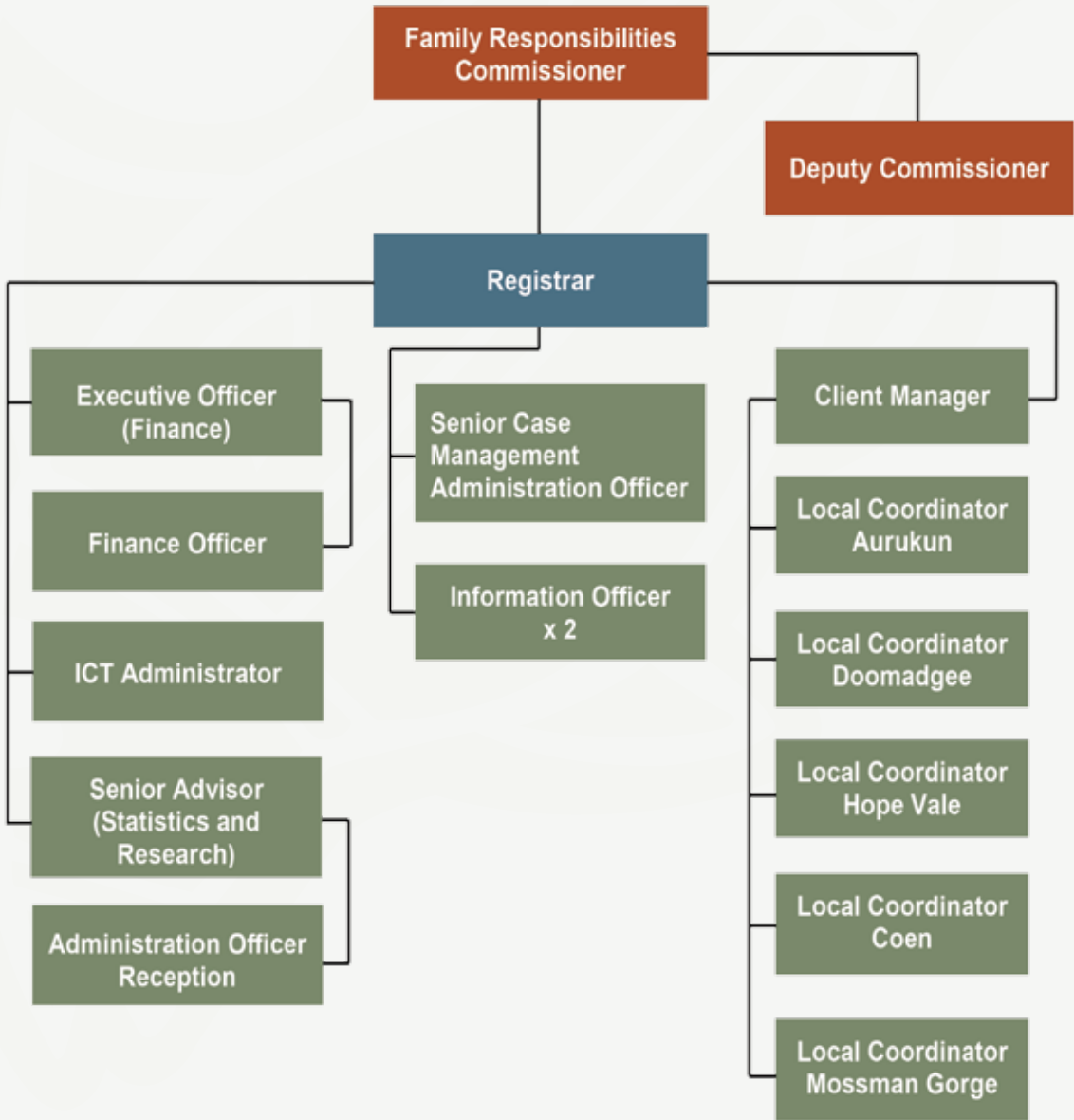


and planning, audit, risk management, systems review and workload and performance management. The EMT met on a regular basis throughout the 2018-19 year.

### 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 Deputy Commissioner's appointment ceased on 31 December 2018. The Queensland Government has not extended the appointment and as at 30 June 2019 the Deputy Commissioner position remained vacant.





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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 19.

## 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 2019 the Commission had an employee establishment of 16 positions occupied by 14.4 FTE staff members, including positions servicing the regional communities. Regional positions include one Local Coordinator based in Aurukun 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"> <li>Of the 14.4 FTEs, 12 (11.5 FTE) are permanent staff, 2 are temporary staff and 1 (0.9 FTE) is on a set contract term (FRC Commissioner's tenure is set by the Governor in Council)</li> </ul>
<ul style="list-style-type: none"> <li>13.9 percent of our workforce is Aboriginal or Torres Strait Islander</li> </ul>
<ul style="list-style-type: none"> <li>66.0 percent of our workforce are women</li> </ul>
<ul style="list-style-type: none"> <li>13.9 percent of our workforce reside in remote communities</li> </ul>

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 (PSC) 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 PSC policies and directives. New employees are welcomed through the Commission's online 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 FRC Act 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 PSC Directives, employees occupying ongoing and funded positions have been transitioned to tenure after having cleared the employees requiring placement pool.

During the period 1 July 2018 to 30 June 2019 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 11 June 2019 during which they met with senior staff from several organisations including DATSIP, DPMC and CYP representing the Institute.

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, executive development online courses including webinars for team leaders,



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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. Commission employees complete the following online courses with iLearn on an annual basis: Ethical Decision-Making; Recognise, Respond, Refer – Domestic and Family Violence; Fraud and Corruption Control; and Information Privacy. 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 2018-19 employee professional development, training, and workshops cost \$14,784 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 2018-19 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:

- Good Decisions
- Public Interest Disclosure training modules 1 to 3
- Project Management Fundamentals
- Risk Management
- Microsoft Certification
- ISMS Implementation
- Microsoft Ignite (Azure)
- Aboriginal and Torres Strait Islander Mental Health First Aid
- Applied Suicide Intervention Skills
- Creating a Safe and Respectful Workplace
- Public Sector Service Delivery and Communication
- National Indigenous Social and Emotional Wellbeing
- Accounting and Financial Reporting
- taxation and payroll
- fire warden and trial evacuation
- first-aid and cardiopulmonary resuscitation including defibrillation
- fraud and corruption in the workplace
- 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 financial assistance and leave arrangements are administered subject to Directive 9/18 Study and Examination Leave in an equitable manner, ensuring effective use of learning and organisational development funds, and taking into consideration available resources. During this fiscal year there were two employees enrolled with academic institutions to study the following:

- Bachelor of Social Work
- Certificate IV Leadership and Management.

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 worked 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 have reached the end of its life. A project was initially implemented to extend the server's warranty for another year, however, in December 2018 after further deliberation and review of the server's ability to support the Commission, the option to purchase a new server was taken. This project has allowed an upgrade to Windows 10 and Office 2016 which provides a more efficient, productive and secure system for the Commission. The project was completed in February 2019.
- Cyber Security has been one of the main concerns of the Queensland Government Chief Information Office (QGCI) during the past year. In October 2018, the QGCI released an Information Security Policy (IS18:2018) for all Queensland Government departments and relevant agencies. The policy seeks to ensure all agencies apply a consistent, risk-based approach to the implementation of information security to maintain confidentiality, integrity and availability, using Information Security Management Systems (ISMS). To comply with the policy the Commission commenced the implementation of an ISMS in October 2018. The Commission's ICT Administrator and Executive Officer (Finance) attended an ISMS Implementation Workshop conducted by the QGCI in Brisbane in November 2018 to assist



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with the implementation. The ICT Administrator has also completed online courses relevant to cyber security and a cyber security session was presented by CAA on 5 June 2019 to all staff. The Commission joins the Queensland Government in taking cyber security seriously and will comply with this mandate.

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 finance section of the Registry successfully transitioned to a paperless environment in January 2019, markedly increasing efficiencies in time management, and streamlining accounts payable and payroll processes.

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* and Queensland State Archives' Records Governance Policy. 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 iLearn 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 PSC 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

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

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 communities and the ancestry and family history of their community members. Decisions are made with an understanding of where





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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 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 commences with an integrated approach to managing all risks that impact on the achievement of the Commission's strategic and business objectives, and moves to reviewing and re-evaluating identified risks and reporting on processes and recommendations to the EMT.

## External scrutiny

For the period 1 July 2018 to 30 June 2019 the Economics and Governance Committee had oversight responsibility for the Commission under the *Parliament of Queensland Act 2001*. 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 2019.

The Commission is jointly funded by the Australian and Queensland Governments. As such the Commission is also subject to review from Federal bodies. During the reporting period DSS engaged QUT to undertake a review of CYIM. The Strategic Review of Cape York Income Management Final Report dated November 2018 was released in December 2018. The review provided an analysis of the data obtained from Commission records, assessed the strengths and weaknesses of the model, and informed how it could be used in the future, subject to a review of CYWR. Further details in regard to the review can be found in the Registrar's year in review on page 46.



## 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.

Online fraud and corruption training was completed by all Commission employees in this reporting period, and the Local Commissioner Code of Conduct training was amended to include a section on the dangers of engaging in social media, emphasising how our personal activity online must be of a standard that is appropriate and proper to not reflect seriously and adversely in relation to our conduct at work.

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
Travel Policy	July 2018
Complaints Involving Corrupt Conduct by the FRC Commissioner	August 2018
Open Data Strategy	August 2018
Business Continuity Plan	September 2018
Guidelines for Travelling and Hours of Work	November 2018
Privacy Policy	December 2018
Domestic Violence and the Workplace	January 2019
Public Interest Disclosure Policy	February 2019
Financial Delegation Guidelines	June 2019



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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 online**

For information regarding right to information and information privacy refer to the Right to Information section on the Commission website. For consultancies, overseas travel, Indigenous matters and complaints management, 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 2018-19**

1. Annual Report 2017-2018
2. Quarterly Report 40 (April to June 2018)
3. Quarterly Report 41 (July to September 2018)
4. Quarterly Report 42 (October to December 2018)
5. Quarterly Report 43 (January to March 2019)

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