

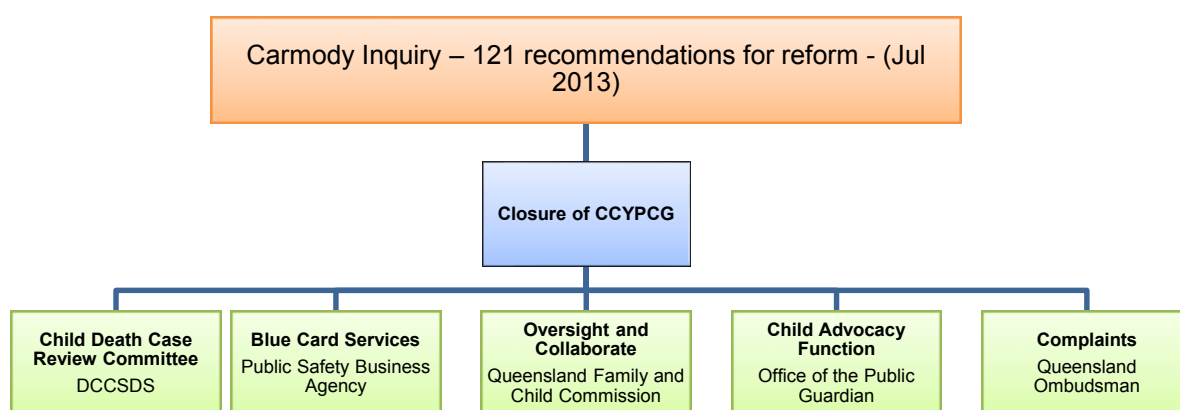
PART C GOVERNANCE AND MANAGEMENT

8. Organisational structure

As was reported in the final *Commission for Children and Young People and Child Guardian Annual Report (2013-14)*, commencement of the QFCC on 1 July 2014 involved significant effort in, firstly, managing the movement of staff, technology and infrastructure to agencies receiving reallocated functions and, secondly, in creating the legislation and operating environment to support the new QFCC.

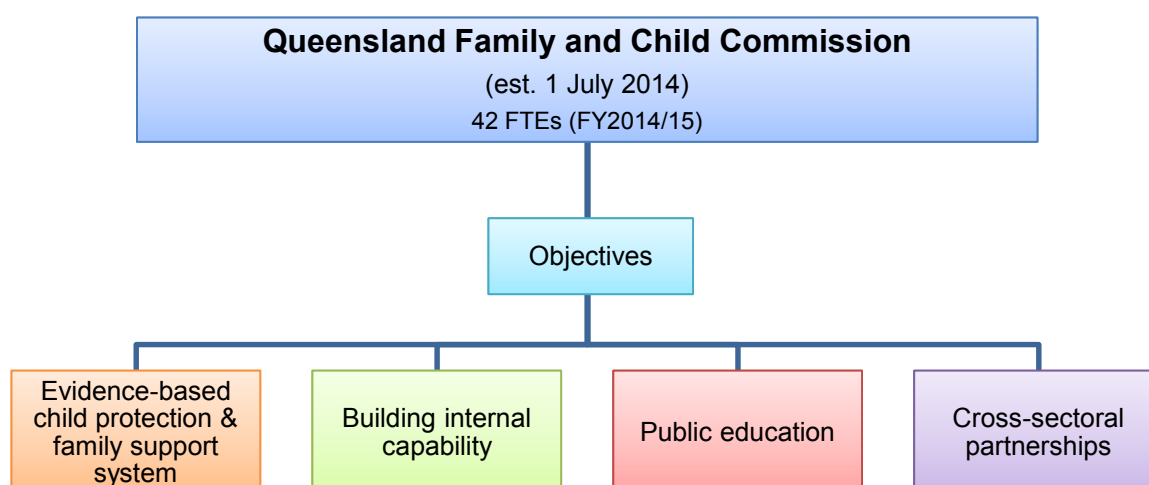
The below figure provides an overview of the allocation and current management of the functions performed by the former Commission following its closure on 30 June 2014.

Figure 17: Post-QCPCOI functions of Queensland agencies



In general terms, the QFCC is approximately one quarter the size of the predecessor Commission (42 compared with 192 FTEs). The organisational groupings of the QFCC's functions are represented in the following figure.

Figure 18: QFCC organisational groupings



9. Governance – financial management

The QFCC is a Statutory Body under the *Family and Child Commission Act 2014* and for the purposes of the:

- *Financial Accountability Act 2009*
- *Financial and Performance Management Standard 2009*, and
- *Statutory Bodies Financial Arrangements Act 1982*.

Financial summary 2014-15

The financial summary provides an overview of QFCC's financial performance for 2014-15. A detailed view of the Commission's financial performance for 2014-15 is provided in the financial statements included in this Annual Report.

QFCC is committed to maintaining fiscal responsibility whilst meeting its objectives.

Table 16: Financial results

Queensland Family and Child Commission		Actual 2014-15 \$'000
Income from Continuing Operations		
Grants and other contributions		9,523
Other revenue		54
Total Income from Continuing Operations		9,577
Expenses from Continuing Operations		
Employee expenses		4,535
Supplies and services		4,633
Grants and subsidies		224
Depreciation and amortisation		224
Other expenses		20
Total Expenses from Continuing Operations		9,636
Operating Result from Continuing Operations		(59)

Table 17. Financial position

QFCC maintained a sound net asset position throughout the financial year and as at 30 June 2015 through effective financial management practices.

Queensland Family and Child Commission	Actual 2014-15 \$'000
Current Assets	
Cash and cash equivalents	407
Receivables	127
Other current assets	5
Total Current Assets	539
Non-Current Assets	
Intangible assets	1,204
Plant and equipment	247
Total Non-Current Assets	1,451
Total Assets	1,990
Current Liabilities	
Payables	279
Accrued employee benefits	143
Total Liabilities	422
Net Assets	1,568
Equity	
Contributed equity	1,627
Accumulated deficit	(59)
Total Equity	1,568

As the Commission only commenced operations on 1 July 2014 there are no prior year comparative figures.

10. Governance – strategic management

Due to the significant differences in organisational size, structure, functions and staffing profile, many of the governance arrangements that worked well in the predecessor Commission were not fit for purpose for the QFCC. As such, a range of governance committees were required to be established during our inaugural year to help drive effective management and accountability in pursuit of our strategic outcomes. Further work will be undertaken in the year ahead to implement a full and comprehensive corporate governance framework.

Executive Management Team

During the year we established an Executive Management Team comprising the following permanent positions within the structure, to help establish and oversee strategic performance:

- Acting Principal Commissioner - Steve Armitage
- Commissioner – Vacant during 2014-15
- Director, Strategic Research, Evaluation and Reporting - Julie Harcourt
- Director, Sector Partnership, Capacity and Governance – Max Wise and Lyle Gerbich
- Manager, Marketing and Media – Melissa Nelson and Jess Daly
- Manager, Business Co-ordination Unit – David McCluney

The Executive Management Team met on ten occasions during the year. A focus of these meetings is program level performance relative to our strategic plan and our financial performance. Profiles of our Executive Management Team are contained in the appendices to the report.

Audit and risk management committee

During the year our Executive Management Team also functioned as an Audit and Risk Management Committee; taking the lead role in assessing risk areas and directing internal audit activities. Although not compulsory under section 35 of the *Financial and Performance Management Standard 2009*, in the year ahead we will establish an Audit and Risk Management Committee (separate from the Executive Management Team).

Internal audit and reviews

The Corporate Administration Agency (CAA) was engaged to provide a range of services to the QFCC under Service Level Agreement, including internal audit services. During the year CAA's Internal Audit Manager reviewed our compliance with statutory functions and corporate governance arrangements. The full audit report is due in early 2015-16. Given the recent establishment of the QFCC, during the year we also arranged for two other significant reviews:

1. The Health Check and Capability Review was commissioned to take of stock of the QFCC (nine months after commencement) to determine how effective the transition had been from the perspective of staff and to establish whether the QFCC had sufficient and appropriately skilled staff to perform its functions. The review identified that the morale of staff had been adversely affected by the transition on 1 July 2014 and the lack of permanent appointments to the Principal Commissioner and Commissioner roles. It also identified a capability gap and associated risks related to QFCC's reliance on purchased services. All recommendations from the review were accepted and are being implemented with action overseen by the Executive Management Team.
2. The development of a Blueprint (QFCC narrative) was a key recommendation from the Health Check and Capability Review. The Review found that 12 months since establishment was an appropriate time in a new agency's lifecycle to assess, in collaboration with staff and key external stakeholders, the established priorities, preferred approach and progress to date. The work was of great value; it confirmed support for our mandate and encouraged action, including adding emphasis to areas such as oversight of the child protection system. The Blueprint will be launched in 2015-16 and will re-affirm our commitment to staff, stakeholders and the Queensland community, especially children and their families.

ICT Steering Committee

The ICT Steering Committee met on 7 occasions during the year. Major issues on the agenda of this important committee during the year have included:

- oversight of our managed ICT services
- migration of the Talking Families web platform
- assessing the need for an enterprise Customer Relationship Manager application, and
- assessing the business need for a Community Services Directory (a key Stronger Families recommendation for the QFCC).

The year ahead

Following the launch of the QFCC Blueprint in early 2015-16, we intend to review our strategic and operational plans and implement a comprehensive governance framework and strategies addressing medium to long term outcomes for our information management, ICT, workforce management and assurance/integrity.

We will also appoint the first Advisory Council, as an ongoing means of engaging eminent stakeholders from the community services sector in the QFCC's work and opening up regular dialogue about the way in which the QFCC performs its role and functions.

Our Service Delivery Statement (SDS) was developed during the year; it aligns closely with our core functions. Reporting in the year ahead will focus on the effectiveness of our public education efforts.

11. Governance - workforce planning and performance

The QFCC's workforce was employed under the *Public Service Act 2008*, with the exception of the Acting Principal Commissioner who was employed under the *Family and Child Commission Act 2014*.

Workforce profile

As at 30 June 2015 the QFCC employed 40.85 FTEs, with total employee expenses for the year of \$4.535M. This is a significant reduction from the predecessor Commission, which in 2013-14 employed 192 FTE's with employee expenses of \$27.349M. As at 30 June 2015 the QFCC had the following staff profile:

- 70% female and 30% male
- 25% from a non-English speaking background or whose parents originated from a non-English speaking background
- 7% Aboriginal and/or Torres Strait Islander, and
- 2% identified as having a disability.

Training

Cultural competency

During the year:

- 77% of QFCC staff completed Introduction to Aboriginal and Islander Culture training, and
- 70% of QFCC staff completed Torres Strait Islander training.

The inability of all staff to complete this training was based on recent appointments and absences when the training was offered. Building the cultural competency of our workforce is critical to our success. In the year ahead we also expect the representation of Aboriginal and Torres Strait Islanders on our staff to increase.

Leadership development

During the year three staff (AO8-SO3) commenced the Public Service Commission's Leadership Capability Assessment and Development course (LCAD). The course is designed for team leaders and program managers and provides participants with an independent assessment of leadership strengths and areas for development against the 13 leadership competencies, as well as readiness for greater leadership roles. Valid and reliable data provides a picture of the leadership preferences and informs sector wide, agency and individual development initiatives. By the end of 2015-16 all QFCC staff AO8-SO3 will have completed LCAD.

Other training provided

Code of conduct/ethics

The *Public Sector Ethics Act 1994* specifies the ethics principles and values which guide employee conduct and forms the basis for the single code of Conduct for the Queensland Public Service (QPS). QFCC staff are covered by the single code of Conduct for the QPS.

It is a mandatory requirement for staff of the QFCC to undertake annual Code of Conduct training/refresher training. Online training about the Code of Conduct has been scheduled for all QFCC staff to complete during the period 10 June 2015 to 10 August 2015.

Early retirement, redundancy and retrenchment

During the period 1 employee received redundancy package at a cost of \$287,810.38 (total Gross payment).

Table 18. Separation rate percentage for the QFCC for 2014-015

2014-Q3	2014-Q4	2015-Q1	2015-Q2	QFCC Annual Permanent Separation Rate (%) for 2014-15*
3.03%	0.00%	2.94%	3.03%	9.00%

Workforce planning, attraction and performance

In the year ahead we plan to develop a comprehensive workforce management strategy, including elements addressing attraction generally and the targeted recruitment of Aboriginal and Torres Strait Islanders, induction, talent management, leadership development, staff engagement, flexible work arrangements, employee entitlements, employee engagement, training, performance and recognition. During the year it was identified the need for a Staff Consultative Committee (SCC), as a key mechanism for engaging with and empowering our staff. The SCC will report to the QFCC's Executive Management Team on initiatives relating to the culture of the QFCC and the development and satisfaction of our staff.

12. Governance – information management

During the year we implemented the Hewlett-Packard Records Management (HPRM) application as a key business tool to facilitate compliance with the *Public Records Act 2002*, Information Standard 40: ("Recordkeeping") and Information Standard 31 ("Retention and Disposal of Public Records"). HPRM has been configured to prompt users on correct security classification and allocation of categories linked to retention and disposal requirements.

In the year ahead a post-implementation review will be undertaken and an Information Management Strategy developed to confirm the intended business benefits have been realised and set the direction for the medium to long term. This work will also help determine key business processes supporting increased digital recordkeeping.