



Our Profile

Our Vision: Strong, safe and healthy communities

RAQ is the leading provider of relationship and family support services in Queensland, assisting over 100,000 people each year. Our services include counselling, mediation, dispute resolution, education, community work and early intervention services.

RAQ has been providing family and relationship support services for 65 years. RAQ was originally founded as the Marriage Guidance Council of Queensland in 1949 and changed its name to Relationships Australia (Qld) in 1996.

Now with a team of over 380 dedicated staff in over 22 locations, we work continuously to promote relationships that are respectful, fair and safe, particularly where people or communities are at risk or vulnerable.



Our Mission

To promote healthy and respectful relationships, particularly where individuals, young people, families and communities are at risk or vulnerable.

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Our Values

Client Focus: We commit ourselves wholeheartedly to our clients' success -understanding and responding to the individual needs of people accessing our services.

Social Justice: We are committed to equity and social justice.

Health and Respectful Relationships: We believe that healthy and respectful relationships are fundamental to individual and community wellbeing.

Accountability: We are accountable and open in our operations.

Integrity: We act ethically, honestly, and in the best interests of the community. Respect: We respect each other and the principles of equity and diversity.

Professionalism: We value the contribution and expertise of staff and commit to high standards of service and performance.

Reconciliation: RAQ's vision for reconciliation is that Australia's first peoples, the Aboriginal people of the Mainland, connected islands and the Torres Strait Islander peoples are recognised, engaged and respected in all our work.

A Message from the Chair and Chief Executive Officer

As Chair and CEO of RAQ, we are pleased to bring you this Annual Report for 2012-2013. The aim of this report is to showcase our work in all its diversity, to government, funding bodies, decision makers, members of our community, and staff.

Much has changed since our beginnings over sixty years ago. We were established in the years following World War II, when there was a steep rise in divorce rates and marital disharmony, to which an urgent resolve was sought. Founded as the Marriage Guidance Council, we took on the challenge and became recognised for our ability to assist families and couples navigate through the trauma that war had imposed on their relationships. Difficult times in relationships are normal and we demonstrated that with intervention, marriages, relationships and families could be renewed.

We went on to be pioneers in the establishment of the sector and continue to be leaders in relationship services. Our work has grown to include assisting families through separation, supporting victims of crime and assisting those with gambling addictions, to name but a few.

In October, we became the new provider for the Family Relationship Advice Line (FRAL), a free national telephone service. We also secured funding to

provide support services for the Royal Commission into Institutionalised Child Sexual Abuse. In what has been a challenging year financially, we have continued to develop, deliver and grow high quality services throughout Queensland and Australia. We look to the future as a time for continued growth.

This year also marked the development of a new Strategic Plan for the period July 2013 to June 2016. As an organisation we continue to strive for excellence in all that we do and continue to advocate for the advancement of humanity through healthier relationships.

The essence of our Strategic Plan is captured by these four key focus areas:

1. Influencing Positive Change: RAQ works to achieve positive changes in the community.

- 2. Appropriate Services Across the Lifespan: RAQ provides high quality, accessible and inclusive services.
- 3. Leadership and Governance: RAQ effectively manages its resources ensuring client needs are met now and into the future.
- 4. Our People: RAQ supports, develops and values highly skilled, passionate, and qualified staff.

The full Strategic Plan can be seen at page 13 and we look forward to reporting on our successes in coming Annual Reports.

The world may be a different place since our beginnings some sixty years ago, but one thing that will never change is that relationships play a critical role in all our lives. This is why we consider our work so important. We believe in advancing humanity through healthier relationships and support relationships in all their diversity.

Peter Swarbrick

Chair

Shane Klintworth

Chief Executive Officer

Some highlights from 2013

X-Men:

Building Relationship Skills in Teenage Boys

X-Men is collaborative program between RAQ, one local high school and the police.

Grade eight and nine boys who have been demonstrating aggressive behaviours, have been perpetrators or victims of domestic violence and/ or who are disengaged from school are nominated to participate in the program. The program consists of ten-weeks of facilitated group sessions, one-on-one counselling, Behaviour Management Plans and

connecting with parents. All aimed at teaching the boys how to build positive relationships with adults.

We are looking to attract funding and support to expand this program into other socially disadvantaged schools.

Refer National Annual Report for full story

Family Relationship Advice Line (FRAL):

RAQ became the new provider in October

RAQ services went even more National when it became the new provider for the FRAL. RAQ operates the Advice Line with a 'no wrong door' service delivery model ensuring a caller's first point of contact is with a tertiary qualified practitioner who can screen, assess

and respond to the needs and risk of the caller and can make appropriate and seamless referrals.

RAQ continues to facilitate access for clients by providing various modes of service delivery including: centre based, face to face, virtual, outreach, and community based services. National phone services, such as FRAL, enable us to reach Australia's most vulnerable and disadvantaged communities. We will continue to seek such opportunities.

Refer National Annual Report for full story



Research:

Study on the short-term effectiveness of community-based gambling help counselling service.

RAQ conducted a study to look at the short-term effectiveness of services on gambling severity and financial, psychological, relationship and social outcomes. RAQ continues to utilise sound research to inform services and as part of a commitment to measure the effectiveness of services to track client outcomes across counselling.

Refer National Annual Report for full story

More highlights from 2013

Diploma of Counselling for Aboriginal and Torres Strait Islander people

Delivery of the Diploma was the vision of leaders and Elders who identified a growing need in their communities

to provide better support for vulnerable families and individuals.

12 of our Aboriginal and Torres Strait Islander staff have participated in the 18 month formal qualification that will strengthen their capacity to work with their community and clients and will also enhance their career.

This staff training demonstrates our commitment to providing services in a way that is inclusive and responsive to individuals and families in all their diversity.

Longreach:

Building Healthier and Safer Remote Communities Forum

As part of domestic and family violence prevention and gambling help initiatives, RAQ facilitated a two-day community forum in Longreach.

The forum was aimed at improving service delivery in Central West Queensland and was the first of its kind in the area. It was so well received by the 63 service providers and practitioners in attendance that they would like it be an annual event. The forum was funded by the Queensland Government's Building Rural Communities Fund through the Blueprint for the Bush Initiative.



Royal Commission into the Institutional Responses to Child Sexual Abuse:

Successful Tender to provide support services to victims of child sexual abuse.

Making contact with the Royal Commission can be very challenging for survivors.

RAQ is one of a number of agencies available to provide support during that challenging time, either by telephone or face-to-face.

Support for survivors may be to assisst telling their story or how to cope with feelings or memories.

RAQ recognises the critical role that relationships play in our lives and is there to support those who have survived . RAQ advocates on social justice issues.

Our many services

Service	Location	Target Groups & Outcomes		
Family and Relationship Services	22 locations across Queensland	Relationship counselling and education for individuals, couples, families and children. Pre-marriage education for couples prior to entering a committed relationship. Improving relationships and families.		
Family Relationship Advice Line	National	The Family Relationship Advice Line (FRAL) is a national telephone service providing information, referral and advice to assist people from families affected by separation or relationship issues.		
Youth Support Co- ordinators Brisbane area		5 YSCs providing a bridge for young people between school, training and work. They work with young people at risk of leaving school and their families.		
Children's Contact Service	Cairns, Townsville, Rockhampton and Brisbane	For separated parents who need a neutral third party to facilitate children's hand-over arrangements & supervised contact.		
Family Relationship Centre	Strathpine, Cairns, Upper Mount Gravatt/Cannon Hill, Thursday Island	Provides information and referrals to couples and families wanting information about relationship and separation issues at any stage of a relationship.		
Supporting Children after Separation Program	Cairns	The Supporting Children after Separation Program aims to support young people to make sense of their parents separation and to adapt to the changes in their family situation.		
Telephone Dispute Resolution Service	National	Provides support to separating families who cannot access face-to-face family dispute resolution services.		
Family Dispute Resolution	Queensland	For people whose relationships have ended and who need help to resolve matters of post-separation parenting arrangements.		
Regional Family Dispute Resolution	Bundaberg, Rockhampton, Townsville, Thuringowa, Toowoomba, Cairns, Mackay	For people whose relationships have ended and who need help to resolve matters of post-separation parenting arrangements.		
Federal Circuit Court Mediation Program	Brisbane area	Court-mandated family and child mediation services and property conciliation services.		
Parenting Orders Program	South-East Queensland, Townsville, Mackay	Provides services to separated parents with entrenched conflict who need assistance to facilitate access to their children.		
Family Law Pathways Network	Brisbane, Cairns	The purpose of the Family Law Pathways Networks is to improve collaboration and coordination between organisations and professionals operating in the family law system in order to help separating and separated families obtain appropriate services.		
Domestic and Family Violence Prevention Services (& Indigenous Court Support)	Toowoomba	Alternatives to aggression: workshops for men in managing anger and aggressive behaviour (court mandated). This includes women's advocacy.		

Gambling Help Service	Queensland	Individuals with problem gambling and their families and friends affected by gambling. Includes financial counselling.	
Victims Counselling & Support Service (VCSS)	State-wide (Qld)	Provides those affected by crime with counselling, information and referrals to other services.	
Referral for Active Intervention (Men's Perpetrator Program)	Toowoomba / Rockhampton	The purpose of this service is to support vulnerable children, young people (unborn to 18 years) and their families. This RAI Ancillary service provides a response to a gap in the service system, as identified in consultation with the RAI.	
Toowoomba Indigenous Women's Service – Ada's Haven	Toowoomba	Indigenous Women's Shelter and support services for women and children escaping DV.	
Family Violence Prevention	Spring Hill	Domestic and Family Violence Prevention group work and education.	
Referral for Active Intervention	Townsville	The Referral for Active Intervention (RAI) is to improve the safety and wellbeing of vulnerable children and their familie to prevent entry to and/or further progression into the statutory child protection system.	
Bowen Family Intervention Service	Bowen	The aim of Family Intervention services is to support clients of Child Safety Service Centres (CSSC) where ongoing intervention with a family is required.	
Family Support Service	Townsville, Bowen and Strathpine	The Family Support Service delivers a range of free services to families with children aged between 0 – 18 to promote the safety and well being of children and young people through use of prevention and early intervention strategies.	
Family Support Hub	Mt Morgan	Provides a targeted parenting program, child and family support hub and vacation care.	
Go Forward for Men	Cairns / Far North Qld	This service seeks to address the abusive behaviour of individuals who perpetrate domestic and family violence. The service sees to achieve safer communities through prevention and early intervention.	
Employee Assistance Programs	Various throughout Queensland	Provides counselling and support to employees and families experiencing problems in the workplace and at home.	
Professional Training and Supervision	Various throughout Queensland	For professionals and human services workers to develop specialist counselling, mediation and management skills in the relationships area (inc clinical supervision).	

Our commitment to the Aboriginal & Torres Strait Islander Community



Seeds of Hope by Michelle Tyus

As part of RAQ's commitment to providing a quality service to the Aboriginal and Torres Strait Islander community of Queensland, a new Aboriginal and Torres Strait Islander support services brandmark has been developed. The brand's artwork is called "Seeds of Hope", and was developed by Indigenous artist Michelle Tyhuis at Carbon Media. The artwork represents Aboriginal and Torres Strait Islander people, families and communities in Queensland. The colours represent the four core support services of counselling, support, separation/mediation, and education. This strong, purposeful and vibrant identity for RAQ Aboriginal and Torres Strait Islander support services is central to RAQ's success.

Connecting the Artwork: The story of 'Seeds of Hope'

This artwork represents Aboriginal and Torres Strait Islander people, families and communities in Queensland. It captures the life journey of an individual, and explains how our responses to life experiences shape our unique idnetifies, our relationships and our futures.

There are four main componenets to the artwork.

Seedpod Motif: The central seedpod motif encaspsulates the range of support services provided by Relationships Australia, and the importance role they have in helping the individual through difference situations or experiences. The 'guiding arms' holding the pods are about the strenght and purpose of RAQ. The smaller inside seeds are a reminder of our family lines, our ancient culture and history - all important elements in enabling us to be complete beings.

Garden of Growth: This part of the artwork describes the natural cycles of life and is based on the acient 'tree of life' or 'tree of knowledge' concept. It shows connection with both the heavenly or cosmic forces, through the branches and leaves, and the earthly or terrestrial forces below. The plant in the artwork is tracking a progression through difficult times, however comes to show growth and maturity through experience and new understanding.

Root System and Building Blocks: The root system area a source of energy and power; they sustain the life above and allow the individual to prosper by being the resilient foundation through one's evolution in body and spirit. The building blocks are links to the past, and the right and proper ways of learning and doing. It is a reminder that to be able to move forward you must be able to recognise and value your past experiences.

Guiding Spirits and Winds of Change: With a dual meaning the sky feature carries imperfect bright guiding stars on currents of wind. It refers to our guardian angels and the important role our spirits and ancestors play in watching over us, and guiding our thoughts and actions. It also refers to coastal people using the stars and winds to help navigate life and the environment, and is like a message that life can carry you in challenging directions, but it is up to you to possess the right knowledge to enable you to navigate through to a brighter future.



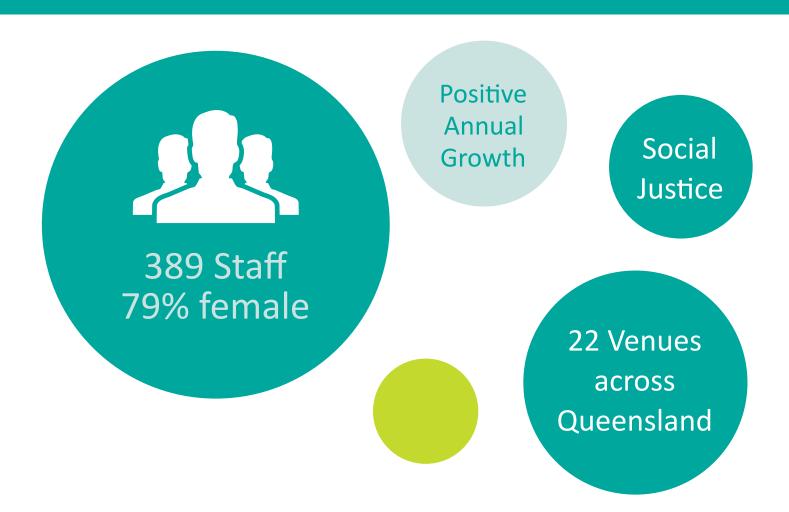
Total income \$28m

Shaping Lives Together

Relationships play a critical role in our lives



Funding from 30 different grants





The Future looks bright

Strategic Plan 2013-2016

2013 marks the roll out of of our new Strategic Plan. At the heart of our strategic priorities remains a focus on clients. All that we do is about striving to deliver better client outcomes, achieving enduring positive change, and making a difference in the lives of clients. We believe that the ability for people to change their lives, and the resilience that they demonstrate in the process is a recurrent theme that drives all of us here at RAQ. Shaping lives together is at the heart of a powerful purpose that keeps us focussed and motivated.





Our People

Staff Profile

RAQ has offered professional counselling and relationship support services for over 63 years, and is widely regarded as a sector leader in training, supervision and professional development. This allows us to attract and recruit excellent staff with appropriate skills. RAQ supports, develops and values highly skilled, passionate, and qualified staff.

RAQ emloyes 389 staff across the state, including full-time, part-time and casual. 79% of the workforce is female. 58% of management position are held by females.

In 2012-2013, staff turnover was at 8.9%, a figure considerably lower than previous years.

Diversity

RAQ embraces a culturally diverse workforce that reflects the breadth of diversity of our clients. Our employees speak many different languages and are supported by our Culturally and Linguistically Diverse Program Leader.

RAQ currently has 20 staff who identify as Aboriginal and/ or Torres Strait Islander. The Head of Aboriginal and Torres Strait Islander Programs is charged with ensuring RAQ embraces the cultural needs of staff and clients alike.

RAQ has a MoU with the National LGBTI Heath Alliance to pilot the LGBTI Champions Project. As part of the project, a champion within management is focussed on working with RAQ to ensure an inclusive workplace and services.

Recruitment

Our recruitment processes are documented to ensure quality and fairness. The recruitment process itself requires candidates to demonstrate their work through behavioural interviews, role plays and practice presentations.

All employees must maintain a positive Working With Children Notification (Blue Card) as a condition of their employment.

Every new service delivery staff member must complete mandatory training during their first three months at RAQ. The training covers the following areas, including the relevant reporting requirements for each:

- Suicide Prevention;
- Domestic and Family Violence;
- Child Abuse and Child Protection
- CALD and cultural competency; and
- Workplace Health and Safety.

We also require practitioners to undertake training in the following areas:

- trauma;
- child development;
- relationship and family issues;
- drug and alcohol abuse;
- mental health; and
- Aboriginal and Torres Strait Islander communities.

In particular, we give specific training to all staff involved in telephone or online services, including over-the-phone counselling and advice. Regardless of the nature of the telephone service they are providing, all staff must be able to recognise and deal with trauma, family violence and clients in danger. The training we provide covers (among many issues) cultural sensitivity, non-judgmental response, reporting requirements, and relevant legal and policy frameworks. We have developed internal guidelines for advising or providing interventions for clients in various types of crisis, and staff are trained in referring to the appropriate service.

Executive Staff

RAQ is headed by an Executive Management Team (EMT), which consists of the CEO and five General Managers. To assist in the effective management of resources, quality service delivery, and ensuring future organisational competitiveness, RAQ has five management committees that also consist of the CEO and five General Managers. A centralised decision register provides a record of important organisational decisions to ensure transparency in decision making.

RAQ promotes a culture of positive, influencial and innovative leadership across every level of the organisation.

Shane Klintworth

Chief Executive Officer

Rachel Cowan

General Manager - Finance & Assets

Amanda Chalmers

General Manager - Governance & Culture

Grant Hawgood

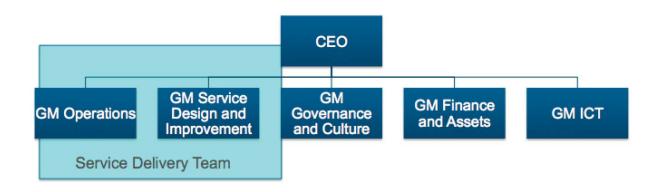
General Manager - Service Improvement

Natasha Rae

General Manager - Operations

Stuart McFarlance

General Manager - Information & Communication Technology



The Executive Management Team

Key Accountabilities:

The primary executive decision making body that develops the vision and strategy for board approval and is the key body accountable for strategy operationalisation and achievement of objectives.

Asset and Finance Committee

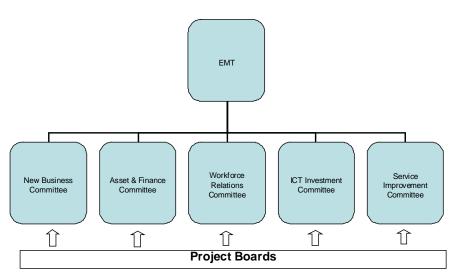
Key Accountabilities:

- Monitor, control and report on the annual budget and expenditure, which supports RAQ in achieving its strategic objectives.
- Analysis of financial forecasting and trends and taking any necessary corrective action to ensure RAQ remains viable and robust.
- Ensure an Annual Capital Works and Asset Plan for RAQ is developed and monitored in line with strategic imperatives.
- Determine asset-related investment /disinvestment priorities.
- Endorse financial strategies and plans developed to deliver on RAQ business objectives and priorities.
- Monitor, review and improve RAQ Finance and Asset policies, procedures and delegations.
- Reviewing the progress of financial, asset and capital works projects to ensure value is delivered. Realign investments as appropriate.

Workplace Relations Committee

Key Accountabilities:

- Advise the Board and CEO on Employee Relations, Industrial Relations and workforce planning matters to assist RAQ to achieve its strategic objectives.
- Propose any structural changes or staffing profile/competency changes required to implement the strategic direction.
- Consider and provide advice on the cultural / people impacts of major change initiatives occurring in RAQ (e.g. new product delivery, ICT changes)
- Determine workforce / people project priorities arising out of the Strategic and Operational Plans.
- Endorse workforce / people strategies and associated implementation plans developed to deliver on RAQ business objectives and priorities.
- Monitor the staffing establishment and ensure that any changes are controlled and funded.
- Monitor, review and improve HR, IR and Payroll policies and procedures.
- Review the progress of workforce projects to ensure value is delivered. Realign investments as appropriate.
- Review and distribute workforce representation.



Information and Communication Technologies Investment Committee

Key Accountabilities:

- Advise and support the CEO and Board on effective use of ICT to assist RAQ to achieve its strategic objectives.
- Setting direction for ICT to ensure alignment between ICT investment and RAQ strategies
- Determining ICT investment priorities.
- Endorsing ICT strategies and plans developed to deliver on RAQ business objectives and priorities.
- Assessing and recommending funding for ICT / Virtual Services investments.
- Reviewing the progress of ICT projects to ensure value is delivered. Realign investments as appropriate.

The Service Improvement Committee

Key Accountabilities:

- Advice and recommendations on key clinical issues and risks.
- Driving implementation of the Clinical Governance Framework.
- Developing and reviewing Models of Practice.
- Developing and reviewing clinical indicators, clinical audit data, and client complaints related to clinical issues.
- Guiding the research agenda in RAQ
- Reviewing proposals for material changes to clinical practice.

New Business Committee

Key Accountabilities:

- Support and advise the Board and CEO on recommended actions, including conducting market scans and undertaking studies to identify opportunities for business growth and new initiatives that generate income.
- Analyse opportunities for financial partnerships and collaboration between RAQ and other entities and create business networks which provide benefits.
- Engage RA and RAQ staff in identification of emerging and niche business opportunities.
- Consider and approve all business cases for new business products / opportunities.
- Endorse new business products that will deliver on RAQ business priorities and strategic direction.
- Review the progress of new business projects to ensure value is delivered. Realign investments as appropriate.
- Monitor the success, or otherwise, of new products taken to market and make recommendations on corrective action where necessary.

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Governance

RAQ is governed by a Board of eight Directors, that are selected to achieve a range of gender, qualifications and expertise. Our Directors are located in both metropolitan and regional areas to enable a greater understanding of the issues we face and communities we serve.

Board of Directors

Peter Swarbrick

Catherine Ketton

David Abbott

Shane Klintworth

Barry Mahoney

Eva-Marie Seeto

Helen Poropat

Lucy Cradduck

Compliance

RAQ is a not-for-profit company limited by guarantee, and complies with the Australian Stock Exchange Corporate Governance Principles 2010.

RAQ has been awarded a "fully compliant" rating against all 15 standards and 48 attributes of the Family Services Program Approval Requirements. We are also compliant with the following standards:

- Quality Framework for Telephone Counselling and Internet-based Support Services (Federal)
- Community Service Standards 2008 (Queensland)

RAQ is working towards certification under the internationally-recognised quality management standard ISO 9001. Since 2009 we have been a member of good standing of the Australian Teleservices Association Ltd.

Our internal quality control measures include:

- mandatory qualifications for all service delivery staff;
- mandatory training for all staff;
- ongoing professional development training;
- a clinical supervision program;
- accreditation and review processes;
- a central document portal;
- a client matters portal;
- transparent processes for clients, staff and stakeholders to provide feedback and complaints; and
- internal auditing.

Our project management is based on PRINCE2 methodology, and staff across the organisation are trained in PRINCE2 to both foundation and practitioner levels.

Meetings of Board of Directors

Board Members	31 August 2012	AGM 26 October 2012	26 October 2012	14 December 2012	22 February 2013	26 April 2013	28 June 2013
Peter Swarbrick (Chair)	Р	Р	Р	Р	Р	А	А
David Abbott (Treasurer)	Р	Р	Р	Р	P	Р	Р
Lucy Cradduck	N/A	N/A	N/A	Р	Р	Р	Р
Catherine Ketton (Vice President)	Р	Р	P	Р	Р	Р	А
Shane Klintworth (Secretary & CEO)	Р	Р	Р	Р	Р	Р	Р
Barry Mahoney	Р	Р	Р	Р	Р	Р	Р
Helen Poropat	N/A	N/A	N/A	Р	Р	А	Р
Eva Marie Seeto	Р	А	А	P	Р	Р	А
Bruce Ballment	RESIGNED FROM BOARD	N/A	N/A	N/A	N/A	N/A	N/A

As the world in which we work changes, we too are changing with that world to provide services that are timely, accessible and best practice. We look forward to moving into online counselling, social media engagement and streamlined service delivery across all services.

The Future Looks Bright

Professional Masterclass Series

RAQ is proud to launch their professional Masterclass series. The Masterclass series provides regular training opportunities to the community services sector, counsellors, family therapists, psychologists, social workers and other health professionals.



Take-A-Step Project

Take-A-Step is a project aimed at addressing the issue of antisocial behaviours in high-school students. These behaviours put other students at risk and arise from a lack of social and emotional connectedness and empathy. The project uses a creative program to develop social and emotional skills for year eight students. It is hoped that we can attract funding to roll this project out to more schools in the community.

Opening of Greater Townsville Region Venue

In August, RAQ opened its doors at a brand new purpse built venue in the Townsville suburb of Thuringowa Central. This location was chosen due to the proximity to population growth areas of Townsville; pockets of disadvantage as identified by FaHCSIA and the availability of public transportation. This new venue allows staff to work from one location, rather then the three that we were operating from. The venue has ten client rooms, including a few speciality rooms.

Building corporate partnerships to increase our reach.