



Governance Paper No. 3—Strategic Plan 2007-2010

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Overview	1
Our outcome	1
Our mission	1
Our guiding principles	2
Our challenges	2
Governance issues	2
People issues	2
Service delivery issues.....	3
Development and implementation of the plan	3
Strategic Plan 2007-2010	3

Overview

1 The purpose of this Strategic Plan is to set the direction for the Department of Parliamentary Services (**DPS**) over the next three years. It is intended to ensure that all DPS staff recognise, and share, a set of common goals for the future of the department and for its future activities. This is a high-level plan, which will set the direction for branch business plans and priorities.

2 This Plan replaces the Corporate Plan 2004-2007.

Our outcome

3 DPS's departmental Outcome Statement as set out in our Portfolio Budget Statement is:

Occupants of Parliament House are supported by integrated services and facilities, Parliament functions effectively and its work and building are accessible to the public.

Our mission

4 Our mission is:

To serve the Australian people by supporting the Parliament and caring for Parliament House.

Our guiding principles

5 In fulfilling our mission, and especially in making strategic decisions, we are guided by the following principles:

- (a) We recognise the Parliament as one of Australia's most important institutions.
- (b) We take pride in our work for the Parliament, but we are not self-important.
- (c) We seek to support the Parliament in leading by example to the Australian community.
- (d) We provide advice to our clients and customers, and recognise them as competent to make their own decisions and choices.
- (e) We use Commonwealth resources properly and cost-effectively, and we do not forget that we are funded from taxpayers' money.
- (f) We uphold the Parliamentary Service Values.

Our challenges

6 DPS's challenges in the next three years relate to bringing together the three vital elements for our continued operations, namely the **governance** of the department, the continued development of our **people**, and the delivery of our **services**. These will be affected by changes in our external environment including:

- (a) DPS's funding;
- (b) security challenges;
- (c) environmental issues; and
- (d) workforce issues, including an ageing workforce and skills shortages.

Governance issues

7 Governance issues relate to how the department is organised and how it operates. Much has been achieved in consolidating three separate departments into a single organisation, but there are some areas where corporate activity needs to be further consolidated and many areas in which our governance arrangements need to be enhanced. Governance issues also include our methods for engaging with our clients or customers to ensure that we are delivering the right services in the right way.

People issues

8 Our people are the key to our ability to keep providing our services. We need to focus on employing the right people, getting the best from them, and ensuring that they are enabled to do their best. We also need to ensure that we have the right mix of people, and the right numbers of people.

Service delivery issues

9 These issues relate to the particular services that DPS provides, or should provide, to our diverse client and customer groups. The provision of particular services, the development and delivery of new services and the review of existing services are all service delivery issues. All services and systems provided to staff, clients and customers will follow the principles of being easy to use, reliable, secure and value for money.

Development and implementation of the plan

10 The attached plan was developed in consultation with all DPS's senior executives and their senior staff.

11 The plan will be supported by our branch business plans, which will include both success criteria and risk assessments for each element of the strategic plan as it is to be implemented by the branch business plan.

12 Strategy and Business Services staff will perform annual reviews of the plan with each branch, monitor progress against the plan's timetable and propose updates of the plan to the Executive Committee as required.

Strategic Plan 2007-2010

13 Attached is the DPS Strategic Plan 2007-2010.

Hilary Penfold QC
Secretary



Strategic Plan 2007-2010

Our Mission

To serve the Australian people by supporting the Parliament and caring for Parliament House.

What do we want to achieve?	How will we do it?	When?
Governance: Ensure that our governance arrangements support effective decision-making		
1. Communicate effectively within DPS	(a) Develop and implement an internal communication framework that ensures that staff understand what DPS is doing and where it is going and how they fit in the organisation	2007-10
	(b) Ensure that managers talk, and listen, to their staff	2007-10

What do we want to achieve?	How will we do it?	When?
2. Communicate effectively with our clients, customers and stakeholders	(c) Develop and implement an external communication framework	By end July 2008
	(d) Develop and publish a Services Catalogue	End 2007
	(e) Publish capital expenditure or investment proposals and decisions	End July 2008
3. Provide easy-to-use services that meet our clients' and customers' needs	(a) Develop a better understanding of our clients' and customers' business needs through consultation, including client/customer surveys	2007-10 (initial survey completed in 2007)
	(b) Enhance existing services, offer new services and provide easier ways to access services.	2007-10
	(c) Ensure that all decisions on adding, changing or abandoning services are made by the DPS Executive (and the Presiding Officers where necessary)	2007-10
	(d) Deliver services in accordance with Services Catalogue	2007-10

What do we want to achieve?	How will we do it?	When?
4. Efficient, effective and responsive day-to-day operations (doing the right things right)	(a) Regularly review departmental operations to ensure continuous improvement	End 2007 2008–10
	(b) Review performance measurements.	2008
	(c) Clarify governance and accountability arrangements, including to ensure that people who make decisions are accountable for them.	2008
	(d) Improve our record-keeping practices	2007-10
5. Manage our assets better	(a) Develop and implement asset replacement strategy/plan for all departmental assets.	June 2008 2008–10
6. Be prepared for unexpected changes in our environment and address other threats	(a) Implement risk management processes and agreed risk treatments	2007–10
	(b) Deliver training in risk management	2007-10
	(c) Develop and test business continuity plans for DPS services	End 2007 Mid 2008

What do we want to achieve?	How will we do it?	When?
7. Manage our resources wisely	(a) Develop and implement new project approval processes	2007
	(b) Review all long-term contracts and market test where necessary	2008
	(c) Live within our means or justify increased funding	2007–10
	(d) Develop and use worthwhile performance information	2007–10
Our People: Improve organisational capability through integrated people management practices based on respect for our people		
8. Get and keep skilled staff	(a) Develop and implement a people strategy.	2007–10 (strategy developed in 2007)
	(b) Develop and implement a staff development strategy.	2008–10 (strategy developed in 2008)
	(c) Develop and implement effective occupational health and safety management arrangements to provide a safe and healthy workplace	2007-10 (OHS agreement entered into 2007)

What do we want to achieve?	How will we do it?	When?
	(d) Develop and implement effective return-to-work policies and practices to ensure the early and safe return to work of injured employees	2007-10
Service delivery: Provide easy-to-use and efficient services that meet the needs of our clients and customers		
9. Minimise the Parliament's adverse effects on the environment	(a) Develop and implement an environmental management system for the Parliament.	Mid 2008 2008-10
	(b) Develop strategic plans for managing Parliament's use of water and energy, for minimising greenhouse gas emissions, and for waste management.	2008
10. Maintain the security of Parliament House and its occupants and visitors	(a) Develop and implement a security strategic plan	June 2008 2008-10
	(b) Develop a business continuity plan for the Parliament	End 2007
11. Provide new or improved services for building occupants	(a) Provide childcare centre	2008
	(b) Provide enhanced catering services	2008

What do we want to achieve?	How will we do it?	When?
12. Manage the heritage values of Parliament House and the Parliamentary precincts	(a) Finalise the heritage strategy for Parliament House	End 2007
	(b) Develop and implement a heritage management plan in preparation for possible listing of Parliament House	2008-10
	(c) Develop and implement an administered funds works program	2007
	(d) Develop asset management plans for the building.	By June 2008
13. Contribute to ensuring that Parliament House accommodation is allocated effectively	(a) Participate in Parliament-wide accommodation review and implement outcomes as required.	2007 2008-10
	(b) Negotiate new licences for Press Gallery and commercial accommodation	2007
14. Manage the Parliament House Art Collection effectively and in the interests of building occupants and visitors	(a) Revive the acquisition process	End 2007
	(b) Make maximum permissible use of digitised images of the Collection	2008-09
	(c) Clarify, consolidate and implement policies	2007-2008

What do we want to achieve?	How will we do it?	When?
15. Provide easy-to-use, reliable, secure and value-for-money IT services to the Parliament	(a) Implement IT Strategic Plan 2007-2010	2007-10
16. Create and provide appropriate and easy-to-use information for clients and customers	(a) Replace ParlInfo with updated and simpler system	2007-08
	(b) Replace Bills systems	2007-08
	(c) Develop and implement an archiving strategy for Parliamentary records	2008-10
	(d) Review all DPS publications (website, tipsheets, Library publications, Hansard editing rules) and content and production/publication methods	2008-10
	(e) Develop and implement a broadcasting strategic plan	June 2009 2009-10
17. Manage Parliament House in the interests of the Parliament and building users	(a) Maintain Parliament House and its landscape in appropriate condition	2007-10
	(b) Develop and implement landscape renewal strategy	2007-08 2008-09

What do we want to achieve?	How will we do it?	When?
	(c) Provide building services to suit needs of clients and customers	2007-10
	(d) Review building systems to ensure they remain appropriate	2007-10

Related documents

DPS Services Catalogue
Portfolio Budget Statements
Annual Reports