




DEPARTMENT OF THE
HOUSE OF REPRESENTATIVES

Corporate Plan

2016-17

DEPARTMENT OF THE HOUSE OF REPRESENTATIVES

CORPORATE PLAN 2016-17

WHO are we?	<p align="center">DEPARTMENT OF THE HOUSE OF REPRESENTATIVES</p> <p align="center">One of four departments of the Australian Parliamentary Service established under the <i>Parliamentary Service Act 1999</i></p>			
WHY are we here?	<p align="center">OUR PURPOSE</p> <p align="center">To support the House of Representatives, and the wider Parliament, in the role of a representative and legislative body by providing expert advice and services of a high standard</p> <p align="right">> <i>PURPOSE</i>, page 5</p>			
WHAT do we do?	<p align="center">OUR DAY-TO-DAY ACTIVITIES</p> <p align="center">1 – Chamber and Federation Chamber 2 – Community awareness 3 – Committee support 4 – Inter-parliamentary relations and capacity building 5 – Members’ and corporate support 6 – Schools hospitality</p> <p align="right">> <i>ACTIVITIES</i>, page 15</p>	<p align="center">WITH OUR ACHIEVEMENTS RECORDED USING</p> <p align="center"></p>	<p align="center">PERFORMANCE MEASURES</p> <p align="center">Qualitative performance indicators Quantitative performance indicators Activity information</p> <p align="right">> <i>PERFORMANCE MEASURES</i>, page 15</p>	
HOW do we do it?	<p align="center">ENVIRONMENTAL CONTEXT</p> <p align="center">Business environment Parliamentary environment Strategic environment Human resources environment</p> <p align="right">> <i>ENVIRONMENT</i>, page 7</p>	<p align="center">STRATEGIES FOR THE LONG TERM</p> <p align="center">Service delivery and governance Engagement and stewardship Leadership People</p> <p align="right">> <i>DELIVERY STRATEGY</i>, page 11</p>	<p align="center">BUILDING CAPABILITY</p> <p align="center">Workforce planning Information capability planning Strategic financial planning</p> <p align="right">> <i>CAPABILITY</i>, page 27</p>	<p align="center">GOOD GOVERNANCE</p> <p align="center">Compliance and best practice Internal audit Risk management Fraud control</p> <p align="right">> <i>GOVERNANCE, AUDIT AND RISK MANAGEMENT</i>, page 29</p>

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For further information contact:

Office of the Clerk
Department of the House of Representatives
Parliament House
CANBERRA ACT 2600
Tel 02 6277 4111
www.aph.gov.au/house/dept

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CLERK'S MESSAGE



As the accountable authority of the Department of the House of Representatives, I am pleased to present the department's Corporate Plan 2016-17, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The plan, which covers the periods 2016-17, 2017-18, 2018-19 and 2019-20, sets out the purpose of the department, the activities undertaken by the department to achieve that purpose and measures used by the department to assess its performance. The plan also describes the environment in which the department operates and the key strategies the department has in place to ensure it achieves its purpose, and summarises the department's approach to good governance.

Copies of the plan have been forwarded to the Speaker of the House of Representatives and Minister for Finance as required under the Act.

David Elder
Clerk of the House

ABOUT THE CORPORATE PLAN

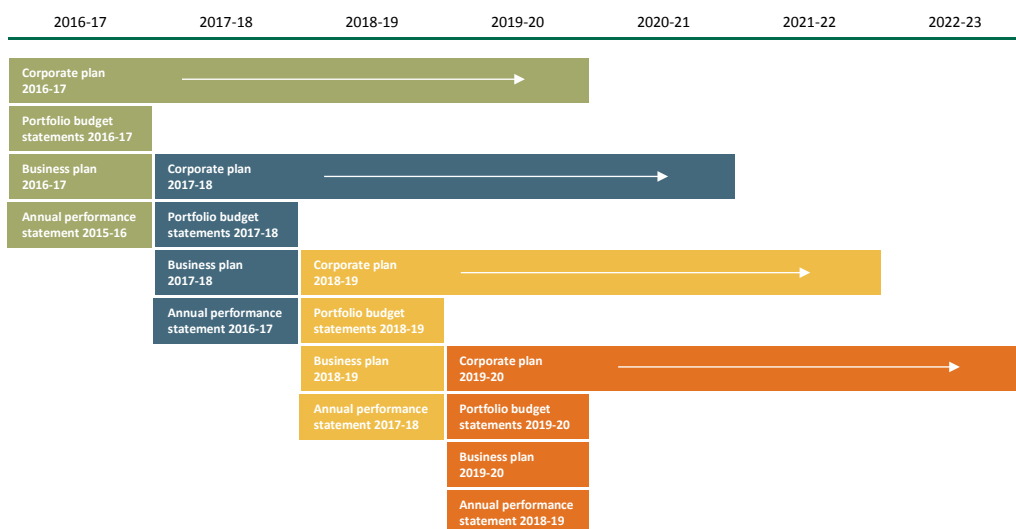
The **corporate plan** is the department’s principal planning document. It describes what the department will do to achieve its purpose in 2016-17 and the three following years, and how the department assesses whether its work has been successful.

The department’s other important strategic planning and reporting documents are the portfolio budget statements, business plan and annual performance statement. These are published annually, to a schedule summarised in the table below.

The **portfolio budget statements** describe how the department will use the resources allocated to it by Parliament in the year ahead, and the outcomes the department expects to achieve by applying its resources that way.

The **business plan** has an operational focus. It identifies and explains in more detail the key measures and initiatives to be pursued by the department in the year to which the plan applies. The aim is to position the department strongly to deliver on its annual commitments in the corporate plan and portfolio budget statements.

The **annual performance statement**, published with the department’s annual report, is a formal report to Parliament showing how the department has performed against the measures contained in the previous year’s corporate plan.



What's in the corporate plan?

The department is required by law to include certain information in its corporate plan. A table at the back of the plan shows how these legislative requirements have been met.

The sections of the corporate plan can be read in sequence to provide a detailed picture of the department's work during this year and through to 2019-20.

Who are we? The corporate plan identifies the department as one of four departments of the Australian Parliamentary Service, established under legislation to provide efficient, effective and non-partisan service to the Parliament.

Why are we here? The plan sets out the department's purpose. This is a statement of the reasons the department exists, its principal role and objectives. The department has a single purpose which is expected to remain the same over the period covered by this corporate plan.

What do we do? The plan describes the six activities that make up the department's day-to-day work, and the performance measures that the department uses throughout the year and in its annual performance statement to judge whether it is doing a good job.

How do we do it? The plan explains the approach the department takes to carrying out its work. It does this by:

- describing the environment in which the department operates, acknowledging that its work is affected by factors within and outside its control
- setting out the department's strategic or longer-term approach to delivering its work
- listing the plans the department has in place to build capability in the organisation, and
- describing the strategies and structures in place in the department to ensure good governance.

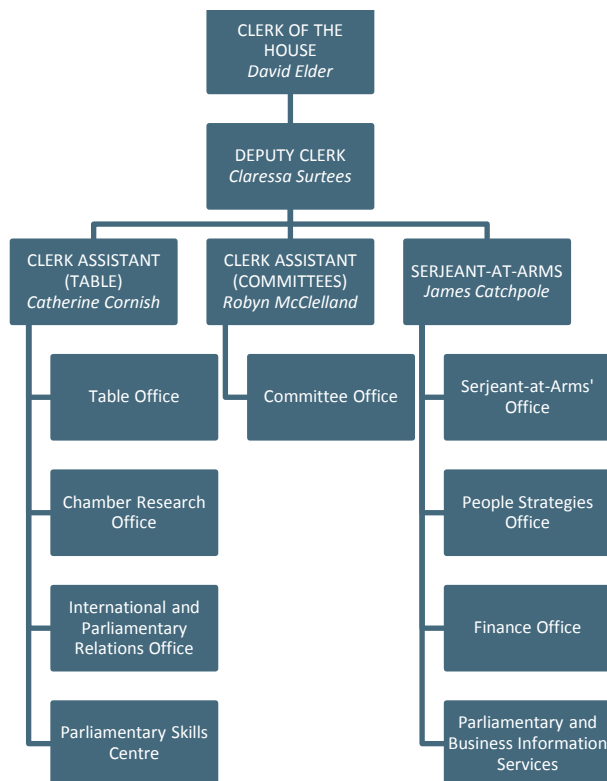
PURPOSE AND ORGANISATIONAL STRUCTURE

The Department of the House of Representatives is one of four departments of the Australian Parliamentary Service established under the *Parliamentary Service Act 1999*, the others being the Department of the Senate, the Department of Parliamentary Services (DPS) and the Parliamentary Budget Office.

PURPOSE – 2016-17 TO 2019-20

To support the House of Representatives, and the wider Parliament, in the role of a representative and legislative body by providing expert advice and services of a high standard.

The department is managed by its Executive, comprising the Clerk of the House, Deputy Clerk, Clerk Assistant (Table), Clerk Assistant (Committees) and Serjeant-at-Arms. Their work is carried out through nine offices. The chart below shows the department's organisational structure as at 1 July 2016.



ENVIRONMENT

The department operates in a dynamic political and economic environment. The nature and volume of work undertaken by the department in supporting the House of Representatives carry out its legislative and representative functions is affected by factors both within and outside the department's control.

The key characteristics of the environment in which the department operates are summarised in the following pages.

Business environment

The department carries out its functions in a business environment characterised by exacting service expectations and constrained resources, with workload peaks and troughs that may not be readily forecast or evenly spaced throughout the parliamentary cycle. In response, the department has embedded robust governance processes with a view to enhancing business effectiveness and efficiency.

KEY CHARACTERISTICS – BUSINESS ENVIRONMENT

- Constrained resources
- Expectations (internally and externally) of very high service standards and low risk tolerance
- Unpredictability and lack of direct control over parliamentary workloads and timing of key events in the parliamentary cycle
- Statutory governance and performance reporting frameworks
- Rapid technological change
- The location of the department in the unique physical environment of Parliament House
- Security considerations

Parliamentary environment

The unique role of the House of Representatives as a legislative chamber, the history it embodies and the wide range of stakeholders with an interest in its work, are features of the sensitive parliamentary environment in which the department operates. The department's response to this environment is focused on expert support, stewardship of the parliament and deep stakeholder engagement.

KEY CHARACTERISTICS - PARLIAMENTARY ENVIRONMENT

- The role of the Speaker who, as presiding officer of the House of Representatives, is accountable to the House for the work of the department and (with the President of the Senate) manages the parliamentary precincts
- Members of the House of Representatives, key stakeholders, who have specific requirements as legislators, representatives and occupants of Parliament House, in particular, backbench members, who require the services of a ‘home department’
- The Parliament, and the House of Representatives in particular, as an institution with unique functions, history, traditions and procedure which the department has a role in documenting and supporting
- The executive branch of government and representatives of civil society as stakeholders who interact with the House of Representatives and its committees
- The whole Australian community as a stakeholder in the department’s work, with interests in representative democracy and access to information about legislative and other parliamentary processes
- The department’s role within the wider Parliamentary Service serving and supporting the Parliament
- The Parliament as an active participant in an established community of parliamentary counterparts in Australia and overseas

Strategic environment

The department’s leadership team is responsible for guiding the work of the department in a complex strategic environment. The department’s ability to plan for, and be responsive to, the challenges of the future will be enhanced by initiatives focused on ensuring it has a strong and cohesive leadership team.

KEY CHARACTERISTICS – STRATEGIC ENVIRONMENT

- A statutory governance model focused on clear strategic development, planning and implementation
- Experienced staff in senior executive roles
- An acknowledgement of the need for cohesion and integration among the leaders of the department

Human resources environment

The staff of the department are its most valuable resource, hence the significance of the human resources environment. The people-focused aspects of the department's delivery strategy emphasise professionalism and opportunities for development as pathways to a rewarding career in the Parliamentary Service.

KEY CHARACTERISTICS – HUMAN RESOURCES ENVIRONMENT

- The department's accreditation against the Investors in People standard since 2002, attaining silver accreditation in 2015
- A highly engaged, motivated and experienced workforce seeking rewarding careers in the Parliamentary Service
- The need for an experienced EB1-2 cohort capable of contributing to the strategic leadership of the department and from which future senior managers may be drawn
- A competitive recruitment market that values career diversity and opportunities for progression
- The need for a specialist, highly professional workforce for which continuous learning and development are a priority

DELIVERY STRATEGY

The department’s approach to achieving its purpose in the long term focuses on four key result areas with the objectives described below. A series of initiatives has been developed for each key result area, further details of which will be set out in the department’s operational documents including its business plan for 2016-17.

Service delivery and governance

The service delivery and governance elements of the department’s delivery strategy involve adopting best practice in service delivery and corporate governance. In doing this the department aims to:

- enhance business effectiveness
- enhance business efficiency
- enhance service standards, and
- exploit emerging technology opportunities.

	2016-17	2017-18	2018-19	2019-20
SERVICE DELIVERY AND GOVERNANCE – INITIATIVES				
• Review and enhance departmental identity and recognition which will, in conjunction with consistency, make the department’s voice stronger and help achieve its goals	●			
• Identify and implement business process improvements	●	●	●	●
• Extend performance measurement and monitoring in regards to Members’ satisfaction, stakeholders and staff	●	●		
• Develop formal IT business requirements so that the department is clear in its requests to DPS and is an ‘informed buyer’ of IT services		●	●	
• Embed the PGPA Act requirements and philosophies in the operations of the department through process and behaviour change programs	●	●	●	●

Engagement and stewardship

The engagement and stewardship elements of the department’s delivery strategy are aimed at strengthening the department’s relationships with Members and the Parliamentary Service and engagement with the wider community, and sustaining the institution of Parliament. In particular the department’s objectives are to:

- further strengthen relations and engagement with Members
- improve engagement with the broader community
- develop a ‘Whole of Parliamentary Service’ perspective and a framework for collaborative thought and action, and
- practise sound stewardship and custodianship to assist in sustaining the institution and its value to the community.

	2016-17	2017-18	2018-19	2019-20
ENGAGEMENT AND STEWARDSHIP – INITIATIVES				
• Offer parliamentary training and explanations for Members and others	●	●	●	●
• Develop strategies for member engagement and external engagement	●			
• Influence the development of ‘Whole of Parliamentary Service’ governance	●	●	●	●

Leadership

A key priority for 2016-17 is to strengthen the department’s leadership resources and to continue developing the leaders of the future. Through the leadership elements of the delivery strategy, the department aims to:

- recognise the demographic of the current leadership team and the need to be ready for change
- strengthen the cohesion of the leadership group in order to support aligned and integrated action
- strengthen our capacity to speak with a consistent voice, and
- prepare for generational leadership change in the medium term.

	2016-17	2017-18	2018-19	2019-20
LEADERSHIP – INITIATIVES				
<ul style="list-style-type: none"> Continue taking a strategic approach to the development of future leaders 	●	●		
<ul style="list-style-type: none"> Nurture the practice of leadership by staff at all levels 	●	●	●	●
<ul style="list-style-type: none"> Broaden the ways in which middle management is engaged in departmental leadership, especially by restating the department-wide responsibility of staff at these levels 	●	●	●	●
<ul style="list-style-type: none"> Sustain a culture that values clear strategic intent, consistency and coherence of decision-making as leadership virtues 	●	●	●	●

People

As in previous years, the department will in 2016-17 continue working towards embedding a culture of professionalism and enabling staff to work to their full potential. As part of this element of the department’s delivery strategy, the department aims to:

- further extend the opportunities for career paths within the department
- embed a strong professional culture, and
- broaden middle management engagement and progression.

	2016-17	2017-18	2018-19	2019-20
PEOPLE – INITIATIVES				
<ul style="list-style-type: none"> Strengthen monitoring, measurement and management of professionalism and skills 	●	●		
<ul style="list-style-type: none"> Strengthen the staff development role of middle managers including proactive career management 		●	●	
<ul style="list-style-type: none"> Advance working arrangements that reflect an appropriate balance between operational needs and flexible employment conditions 	●	●	●	●

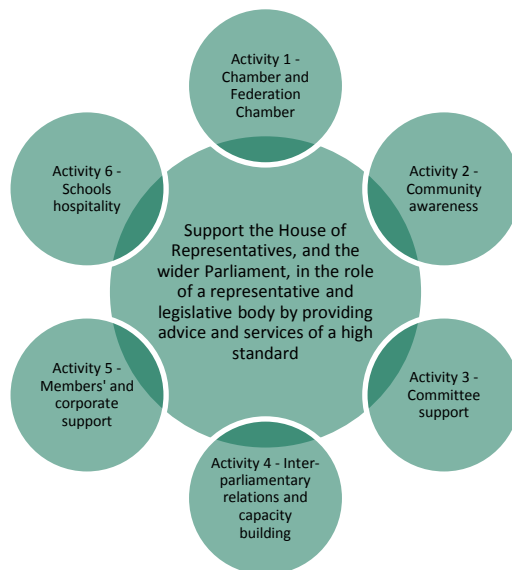
DEPARTMENTAL ACTIVITIES AND PERFORMANCE MEASURES

Activities

The department undertakes six distinct activities in supporting the House to carry out its legislative and representative functions. These activities are:

- Activity 1 – Chamber and Federation Chamber
- Activity 2 – Community awareness
- Activity 3 – Committee support
- Activity 4 – Inter-parliamentary relations and capacity building
- Activity 5 – Members’ and corporate support
- Activity 6 – Schools hospitality

Each activity is described in detail in the following pages. The diagram at right shows the relationship between the department’s purpose and the six activities it undertakes.



Performance measures

The department’s performance in undertaking its activities will be assessed during the period covered by this corporate plan using a range of performance measures. The performance measures used by the department are both qualitative and quantitative in nature. This reflects the fact that, while some departmental activities involve the delivery of quantifiable outputs, a significant determinant of the department’s success in achieving its purpose is the level of satisfaction of stakeholders, particularly Members of the House of Representatives and their staff, with the advice and services the department provides.

In addition to these qualitative and quantitative measures, the department monitors its work output by reference to certain specified activity information. No targets are set in respect of this activity information as it is dependent on factors outside the direct control of the department, such as the parliamentary cycle and committee workloads.

The department's performance in respect of qualitative measures is assessed annually by means of a sample survey of Members of the House of Representatives. The outcomes of the survey are included in the department's annual report.

The department's performance in respect of quantitative measures and activity information is assessed throughout the year by managers collecting data relevant to the various measures. Data are reported to the Executive at quarterly intervals and included in the department's annual report.

Activity 1 – Chamber and Federation Chamber

The department supports the House of Representatives by providing advice and services to enable the Chamber and Federation Chamber to meet and conduct business as scheduled, including:

- processing of all bills;
- drafting of private members’ bills;
- creating documents to support Members in the Chamber and Federation Chamber;
- creating and processing the records and documents of the Chamber and Federation Chamber;
- collecting, analysing and publishing procedural and statistical information; and
- advising and supporting the Speaker and Members in relation to legislative, procedural and administrative matters.



SUCCESS CRITERIA	<ul style="list-style-type: none"> • Advice and services meet the needs of Members for procedural information and statistical data • Advice is timely, accurate, comprehensive and impartial • Bills and other business items are processed within deadlines and in accordance with the Standing Orders and House practice
ACTIVITY INFORMATION	<ul style="list-style-type: none"> • Number of sittings of the House • Number of meetings of the Federation Chamber • Number of bills introduced

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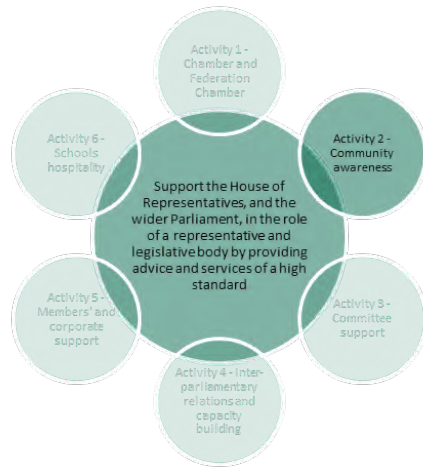
Activity 1 – Chamber and Federation Chamber (continued)

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Level of satisfaction among surveyed Members with the quality and timeliness of chamber support and advisory services	99% satisfied	99% satisfied	99% satisfied	99% satisfied
Level of satisfaction among surveyed Members with the quality and availability of procedural and statistical publications, and support in obtaining such information	90% satisfied	90% satisfied	90% satisfied	90% satisfied
Percentage of chamber support service standards met for sittings of the House and meetings of the Federation Chamber, with no significant errors	100%	100%	100%	100%
Percentage of bills, votes, messages, and documents processed within deadlines and with no significant errors	100%	100%	100%	100%

Activity 2 – Community awareness

The department supports the House of Representatives by:

- providing services to increase public knowledge and awareness of, and interaction with, the work of the House and the Parliament through a wide range of media resources and other activities; and
- supporting the Parliamentary Education Office, which is jointly funded by the department and the Department of the Senate.



SUCCESS CRITERIA

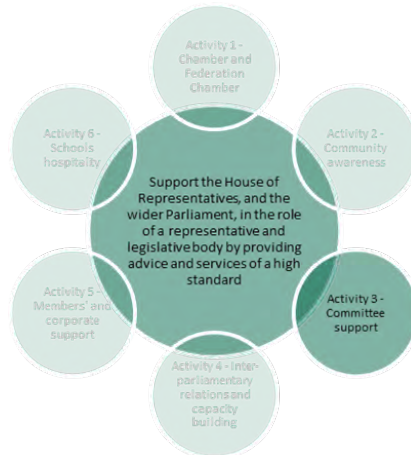
- Access to the work of the House and the Parliament is widely available to the public with participation rates tending to increase over time
- Schools continue to have access to galleries
- Gallery visitors continue to have access during Question Time

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Level of satisfaction among surveyed Members with community outreach initiatives in raising awareness of the work of Parliament	95% satisfied	95% satisfied	95% satisfied	95% satisfied
Number of participants in community awareness programs and subscribers to digital services	number of participants and subscribers continues to increase over time			

Activity 3 – Committee support

The department supports the House of Representatives by:

- providing procedural, research, analytical, drafting and administrative support to enable House of Representatives and joint committees to conduct and report on inquiries; and
- supporting other activities of those committees.



SUCCESS CRITERIA	<ul style="list-style-type: none"> • Advice and services provided meet the needs of committee members for thorough, accurate and timely support that facilitates the work of committees • Committee reports are prepared to a standard that meets members’ requirements
ACTIVITY INFORMATION	<ul style="list-style-type: none"> • Number and duration of committee meetings • Number of committee reports

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Level of satisfaction among surveyed committee members with the thoroughness, accuracy and timeliness of advice and services provided	90% satisfied	90% satisfied	90% satisfied	90% satisfied
Level of satisfaction among surveyed committee members with the standard of committee reports	90% satisfied	90% satisfied	90% satisfied	90% satisfied

Activity 4 – Inter-parliamentary relations and capacity building

The department supports the Parliament by:

- facilitating and maintaining national, international and regional relationships with other parliaments, parliamentary bodies and organisations; and
- assisting other parliaments, primarily within the Asia/Pacific region, by partnering in strengthening activities with other parliaments and organisations, including through the education trust fund.



SUCCESS CRITERIA	<ul style="list-style-type: none"> • Arrangements for incoming and outgoing delegations and participation in relevant parliamentary organisations are undertaken in a manner that meets the expectations of the Presiding Officers, delegates and diplomatic representatives • Parliaments in the Pacific and elsewhere are provided with capacity building activities and support that meet their identified needs and strengthen their capabilities
ACTIVITY INFORMATION	<ul style="list-style-type: none"> • Levels of participation in parliamentary organisations • Number and nature of non-delegation study programs

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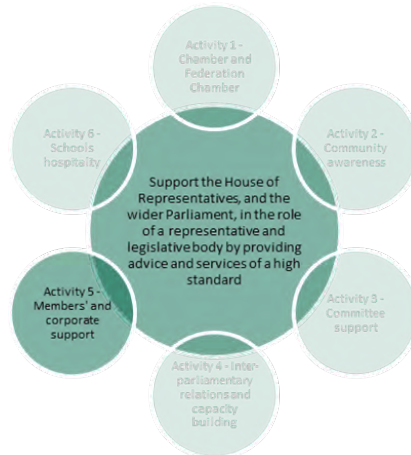
Activity 4 – Inter-parliamentary relations and capacity building (continued)

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Level of satisfaction of Presiding Officers with arrangements for incoming and outgoing delegations	Very satisfied	Very satisfied	Very satisfied	Very satisfied
Level of satisfaction among delegates and diplomatic representatives with arrangements for incoming and outgoing delegations	Very satisfied	Very satisfied	Very satisfied	Very satisfied
Level of satisfaction among parliaments in the Pacific region with the training and any equipment purchases provided.	Very satisfied	Very satisfied	Very satisfied	Very satisfied

Activity 5 – Members’ and corporate support

The department supports the House of Representatives by:

- providing advice and services to members relating to accommodation in Parliament House, salaries and allowances and certain other entitlements;
- delivering high quality and valued corporate advice and services to the department and members;
- monitoring developments in best practice parliamentary and public administration and continuing to apply them as appropriate;
- prioritising key risks to work, health and safety to maximise the wellbeing of staff and members;
- assisting to set and deliver the department’s corporate strategic direction; and
- seeking funding at a level that will enable the requirements of the House and committees to be met into the future.



SUCCESS CRITERIA	<ul style="list-style-type: none"> • Working through various forums across the parliamentary departments to ensure common policies and frameworks are effectively aligned and assessed to achieve the right outcomes • Evaluations show a high degree of satisfaction with the provision of accommodation and office support services and in managing risks to the health and safety of Members, their staff and departmental staff
ACTIVITY INFORMATION	<ul style="list-style-type: none"> • Number of Parliament House suite-related services provided to Members • Number and timeliness of transport services provided to Members • Monthly budget reporting to the Executive and quarterly financial reporting to the department

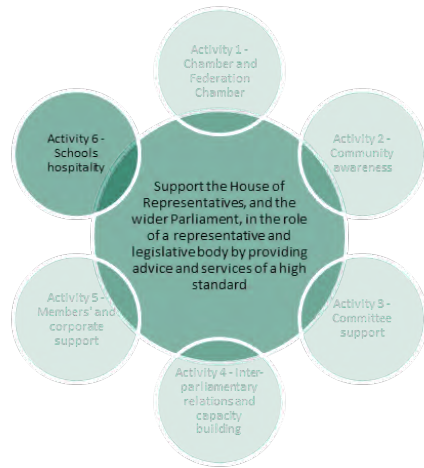
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Activity 5 – Members’ and corporate support (continued)

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Level of satisfaction among Members, their staff and departmental staff with the provision of accommodation and office support services	95% satisfied	95% satisfied	95% satisfied	95% satisfied
Percentage of variations to salary and allowances and salary increases processed accurately	99%	99%	99%	99%
Financial resources are managed efficiently and effectively, and expenditure levels are constrained within budgetary allocations	Budget variances kept to within +/- 2% of total departmental expenses			

Activity 6 – Schools hospitality

The department supports the Parliament by providing hospitality to visiting school groups.



SUCCESS CRITERIA	<ul style="list-style-type: none"> Hospitality is provided in accordance with bookings made by visiting school groups
ACTIVITY INFORMATION	<ul style="list-style-type: none"> Number of visiting school groups and students provided hospitality

	2016-17	2017-18	2018-19	2019-20
PERFORMANCE MEASURES AND TARGETS				
Percentage of visiting school groups provided hospitality in accordance with booking	100%	100%	100%	100%

CAPABILITY

The department's workforce, information capability and financial planning processes are aimed at ensuring the department has the organisational capability to achieve its purpose.

Workforce plan

In 2016-17 the department will finalise the development of its workforce plan. The plan will assist senior managers to ensure that services provided meet the business needs and objectives of the department.

Information capability planning

In order to achieve its outcomes, the department must continue to enhance its systems and processes to ensure its information is reliable, useful and available when required. It must also provide mechanisms to ensure accountability and manage risk.

In 2016-17, the department will continue to identify its operational and strategic information system requirements and to ensure those requirements are communicated to DPS in as timely and effective a manner as possible. Through its Knowledge Management Steering Committee, the department will identify ways to improve information management and processes, and will use a risk-based approach to identify and prioritise information management projects and initiatives. The department will also continue to expand the use of digital work practices and will ensure its information is accessible to the public through the Parliament of Australia website.

Strategic financial planning

The financial year 2016-17 marks the commencement of the 45th Parliament. The department has received supplementary funding in 2015-16. Funding for specific activities, including Parliamentary Publications and Systems, Committee Support, Capacity Building and Representational Activities, will sustain the department in striving to meet its 'business as usual' priorities across the forward estimates. Supplementary funding for departmental operations in 2016-17 ensures that

sufficient resources can be allocated to underpin the commencement of the 45th Parliament and respond as necessary to any review of the Standing Orders and reconstitution of House standing and certain joint committees.

GOVERNANCE, AUDIT AND RISK MANAGEMENT

The department has strategies in place to achieve and maintain good governance. The strategies focus on compliance and best practice.

Audit Committee

The department's Audit Committee provides independent assurance to the Clerk and Deputy Clerk as to the department's financial and performance reporting responsibilities, risk oversight and management, and system of internal control. The Audit Committee consists of two members of the Executive and three independent members. The committee is required to meet at least four times per year and it is supported by a secretariat of departmental officers.

Risk Management Policy and Framework, Risk Management Plan

The department has adopted a Risk Management Policy and Framework to ensure that systematic and effective consideration is given to risks and potential opportunities as an integral part of well-informed departmental management, planning and decision-making. It defines the department's risk appetite and level of risk tolerance, and allocates responsibility for aspects of risk planning and mitigation to staff at various levels.

The Risk Management Policy and Framework is complemented by the department's Risk Management Plan, which comprises a detailed analysis of the likelihood and consequences of the department's key strategic risks, and the treatments to be applied in each case. The Risk Management Policy and Framework and Risk Management Plan are available to all staff on the department's intranet.

Fraud Control Plan and Fraud Risk Assessment

The department's Fraud Control Plan outlines strategies and processes for preventing and detecting fraud, and for investigating and reporting instances of fraud should they occur. Responsibility for implementing and monitoring aspects of the plan is allocated among senior staff of the department including the Clerk, SES

officers and the Chief Financial Officer. The accompanying Fraud Risk Assessment identifies and assesses key fraud risks and treatments. Fraud risk and responsibilities under the Fraud Control Plan are drawn to the attention of staff through regular training and refresher courses.

Strategic Internal Audit Plan

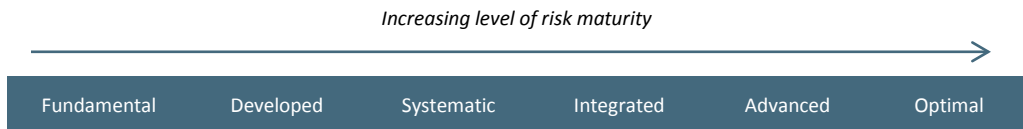
The department's Strategic Internal Audit Plan lists performance, compliance and information technology audits to be conducted during the period 2015-18. The aim of the plan is to support existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. The plan was developed by the department's internal auditor on the basis of existing risk documentation and interviews with senior staff of the department, endorsed by the Audit Committee and will be subject to annual reviews to ensure it continues to be aligned with areas of highest priority. The outcomes of these audits, and any recommendations arising, will be reported to the Audit Committee for its consideration.

Risk Oversight, Management and Internal Control

Section 16 of the PGPA Act, provides that the accountable authority (the Clerk) must establish and maintain appropriate systems of risk oversight, management and internal control. The department's latest risk assessment identified two risks that are 'significant' in nature. During 2015-16, the department established a risk register and established a regular reporting framework to oversee the management of identified risks through specified risk treatments.

Comcover Risk Management Benchmarking Survey

The completion of the Comcover annual Risk Management Benchmarking Survey is mandatory for Comcover Fund Members and is aligned with the Commonwealth Risk Management Policy. The Benchmarking Program is based on a six level maturity model, as illustrated below.



The results from this survey in 2016 indicate that the department has reached a risk maturity of 'Developed'. The average maturity level of entities that were most aligned with departmental operations in 2016 is 'Integrated'. This indicates that the department has achieved a maturity level that is lower than the overall result for a 'like' group of entities.

The department has strong risk management capability within these elements:

1. establishing a risk management policy
2. defining responsibility for managing risk, and
3. reviewing and continuously improving the management of risk.

The department has set a target state of risk maturity to reach within the next 12 months of 'Integrated'. The elements that the department will focus on are:

1. maintaining risk management capability
2. developing a positive risk culture, and
3. understanding and managing shared risk.

Further information

More information about the department's corporate governance and planning processes is available from the following sources:

- Business plan
- Portfolio Budget Statements
- Annual reports
- Risk management plans and assessments
- Service charter

List of requirements

The *Public Governance, Performance and Accountability Rule 2013* sets out the matters that must be included in the department's corporate plan.

Item	Topic	Matters to be included	Page number
1	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	1
2	Purposes	The purposes of the entity.	5
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	7
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes; and (b) how any subsidiary of the entity will contribute to achieving the entity's purposes; and (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements.	15
5	Capability	The key strategies and plans the entity will implement in each reporting period covered by the plan to achieve the purposes of the entity.	27
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan (including the measures that will be implemented to ensure compliance with the finance law).	29



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