



Strategic Plan

Supporting the Parliament 2010-13



Our 20-year vision and 3-year action plan

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Introduction

This plan brings together the collective vision of the Department of Parliamentary Services (DPS) and the values we hold. It explains how we will move toward our vision and presents our people with a clear picture of where we are going, as we:

- support the Australian Parliament and meet its changing needs;
- provide forward-looking advice to the Presiding Officers;
- deliver relevant, effective services to our clients; and
- make the right investments in people, systems and services at the right time.

Our strategic plan:

- describes our vision through to 2030;
- is a blueprint for supporting Parliament into the future; and
- sets out our action plan through to 2013.

This plan is a living document. We will review our strategic plan each year to measure our progress and ensure we are achieving our objectives and focusing our efforts where we should.

Who we are

The Parliamentary Service exists to support the functioning of the Australian Parliament in much the same way as the Public Service supports the functioning of the Government. The Department of Parliamentary Services and the chamber departments—the Department of the Senate and the Department of the House of Representatives—comprise the Parliamentary Service.

We report to the Presiding Officers of the Parliament—the President of the Senate and the Speaker of the House of Representatives—and we work in partnership with the chamber departments, to support the day-to-day operation of the Parliament. We share services where appropriate.

We provide a diverse range of services to clients—Senators, Members and their staff, the chamber departments, other building occupants, the Australian community and government agencies. These services may be thought of as lines of business that deliver:

- library and research services;
- parliamentary records services;
- information and communication technology services;
- security services;

- building services and amenities;
- visitor services; and
- parliamentary service support.

We strive to ensure that occupants of Parliament House have safe, efficient facilities that meet the demands of a modern workplace while preserving and enhancing this important national building for all Australians.

In delivering these services we are accountable to the Presiding Officers and will be most effective when we work closely with the chamber departments.

Our outcome

The Parliament approves our budget each year to deliver the following outcome.

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

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

Our people

We employ skilled, talented and creative professional people who have a diverse range of expertise and competencies. Our people are proud to support the Australian Parliament and are dedicated to caring for Parliament House.

We communicate openly with our people and will continue to engage them in our decision making process. We are committed to providing a safe and healthy workplace free from bullying and harassment.

Our guiding principles

In 2007, we committed ourselves to operate in accordance with the following principles. We reaffirm that commitment. We:

- recognise the Parliament as the nation's primary democratic institution;
- take pride in our work for the Parliament, but we are not self-important;
- seek to support the Parliament in leading by example to the Australian community;
- provide advice to our clients, and recognise them as competent to make their own decisions and choices;
- use Commonwealth resources properly and cost-effectively, and we do not forget that we are funded from taxpayers' money; and

- uphold the Parliamentary Service Values.

Our aspiration for DPS

We aspire to support the Parliament and care for Parliament House in ways that:

- are forward-looking;
- deliver value for money;
- are sustainable and flexible;
- take into consideration our changing country; and
- meet our heritage responsibilities and uphold our guiding principles.

Setting the scene to 2030

The changing country

Over the next 20 years we expect:

- Australia's population will grow from 21 million to at least 28 million with:
 - a greater proportion of older people working longer; and
 - skills shortages in key areas.
- economic growth, supported by new technologies, but affected by:
 - climate change;
 - demographic changes; and
 - security concerns.
- the national security outlook will be uncertain.
- increasing expectations on the level of government service delivery.
- further complexity in government service delivery possibly with increased overlap between commonwealth and state responsibility, and an expanded role for intergovernmental and international agreements.
- continuing development of information and communication technologies (ICT); including new technologies for health, transport, manufacturing and energy generation.

The changing Parliament

Operational funding for Parliament is likely to remain in short supply:

- pressures on Government budgets will be immense.

Pressures on space in Parliament House will continue:

- the number of Senators and Members may increase in response to population growth, possibly by 36.

ICT-savvy members of Parliament and their staff will expect:

- increased access and support in using the latest technologies; and
- further assistance with controlling large volumes of information.

New technologies may change the way the chambers and parliamentary committees conduct their business through:

- the use of technology for interactive electronic communication and decision-making; and
- increased demand for community participation.

Reducing Parliament House's environmental impact will be a continual challenge and will focus on:

- reducing water consumption;
- reducing consumption of energy;
- recycling and reusing waste generated; and
- reducing green house gas emissions.

Security requirements for Parliament are unlikely to reduce, and may need to be even more robust.

The challenges for DPS

In the context of constrained operational funding, and a community expectation that Parliament House lead by example, priority challenges between 2010 and 2013 include:

Quality services

- we must continue to provide high quality services to support Senators and Members in their undertaking of parliamentary duties.

Security

- we must be flexible and responsive to changes in the security environment.

Access and visitors

- we need to provide quality visitor and educational experiences consistent with our security requirements and funding situation.

The environment

- we must meet continuing stakeholder expectations to reduce the environmental impact of Parliament House through implementing world-leading environmental management.

Communication

- we will improve our internal communication and relationships.
- we need to improve partnerships and relationships with our clients and stakeholders.

Project delivery

- we need to achieve timely completion of ICT, building and security projects critical to supporting the parliament.

People capability

- we need to invest in the skills, knowledge and expertise of our people to ensure we have the right capacity to respond to our major challenges and provide effective leadership and service delivery.

Accommodation

- we need to provide appropriate cost effective accommodation for our people and other building occupants.

We need to tackle these challenges while also maintaining the heritage and design integrity of our magnificent building. It will also be vital that our people understand the nature of these challenges and the limitations of our operating budget, including the need to make trade-offs.

The broad directions and specific action plans to respond to the challenges, for each of our key lines of business, are detailed in the following section.

Library and research services

High quality information, analysis and advice for the Parliament.

Over the next 20 years, members of parliament and their staff will continue to expect easy access to accurate information, analysis and advice to help them with decision-making in a complex global environment.

We will respond by:

- working with Senators, Members and their staff, and the chamber departments to understand their evolving needs and priorities;
- harnessing new knowledge and developing technologies that offer value for money and improve access to information resources and services;
- recruiting, training, developing and retaining people who can respond to client expectations; and
- collaborating with research organisations and individual experts working on public policy and parliamentary issues to provide a broad perspective.

Over the next three years we will:

1. Work in consultation with the Joint Standing Committee on the Parliamentary Library to review and prioritise library and research services to deliver them most efficiently within our resources.

This initiative will:

- ensure resources are focused on core client needs; and
- identify where future changes can be made to deliver on our responsibilities within constrained resources.

2. Implement the library's marketing and communication strategies.

This initiative will ensure clients know about the library's services and how to best use them.

3. Implement new technologies for the delivery of services.

This initiative will:

- provide new ways of delivering services to clients using mobile devices and other emerging technologies; and
- reach a wider range of clients through orientation and online training.

This initiative will also assist with redirecting resources from some administrative processes to the delivery of client services.

4. Build collaborative relationships with organisations and research experts working on public policy and parliamentary issues.

This initiative will:

- help ensure that Senators and Members are kept up to date with emerging issues through sharing of information and research; and
- assist library staff to work more effectively with chamber research staff.

This initiative will build cooperative relationships with academic institutions, public sector agencies and Australian and international parliamentary information and research organisations. This initiative also has the potential to advance initiatives one to three by sharing better practice.

Parliamentary records services

Audio visual and written records of chamber and committee proceedings.

Over the next 20 years, members of parliament, government officials, community and the media will demand rapid access to all forms of parliamentary records, probably with an increasing emphasis on audio-visual records.

We will respond by:

- working with Senators, Members and their staff and the chamber departments to understand their evolving needs and priorities;
- recruiting, training, developing and retaining people who can respond to client expectations; and
- harnessing new technologies to meet our business needs and improve our productivity.

Over the next three years we will:

1. Implement electronic systems that create, store and search audio-visual records of chamber and committee proceedings.

This initiative will:

- replace ageing infrastructure;
- improve broadcasting service efficiency; and
- enable online access to the audio visual-records of parliamentary proceedings through a range of new search facilities.

2. Continue to investigate and develop video conferencing capability, live sound and vision recording, and the broadcasting of all parliamentary proceedings, regardless of location.

This initiative will:

- meet parliamentarians' and witnesses' increasing need to participate remotely in parliamentary committee hearings (both in Canberra and interstate);
- deliver efficiencies for committee hearings and assist with forming committee quorums; and
- provide wider access for the community and the media to parliamentary proceedings.

This initiative will also assist with meeting client expectations that in future all parliamentary proceedings will be available live via the House Monitoring System, and online.

3. Benchmark Hansard and broadcasting services against comparable organisations and implement more efficient production systems.

This initiative will assist in:

- assessing key measures of productivity and identifying potential improvements in business processes;
- reducing parliamentary records production and publishing time and costs;
- helping us meet client needs for faster access to parliamentary records, particularly those of parliamentary committee hearings;
- improving management of information regarding parliamentary records services; and
- freeing up resources which can be redistributed and contribute to the cost of meeting our clients' expectation for expanded services.

This initiative will also assist with building cooperative relationships with other parliaments and has the potential to deliver efficiencies by sharing better practice.

4. Improve access to parliamentary records and live parliamentary proceedings.

This initiative will assist parliament to:

- reach all members of the Australian community, including those with disabilities and those in remote locations; and
- be webcast with closed caption technology.

This initiative will also assist with meeting our obligations under the *Disability Discrimination Act 1992*.

Information and communication technology services

Information technology and telecommunication services for the building and its occupants.

The Australian Parliament relies heavily on information and communication technologies to facilitate its work and processes. As the parliament evolves over the next 20 years, Senators and Members will continue to expect access to high quality and reliable ICT services, including new technologies, to enable them to perform their parliamentary duties.

We will respond by:

- effectively operating and maintaining existing systems until new services are available;
- working with clients to understand their evolving needs and priorities;
- working with other organisations and industry to select and adopt technology that will effectively support the Parliament in the twenty-first century;
- investing in technology to obtain value for the Parliament; and
- employing a skilled IT workforce by planning current and future needs with a strong focus on learning and development.

Over the next three years we will:

1. Develop a strategic approach to ICT planning and governance.

This initiative will:

- help us engage with our clients by actively seeking feedback about service priorities and development;
- create a whole-of-Parliament approach to ICT;
- identify areas where a shared services approach to ICT can be implemented;
- promote a cooperative approach for the parliamentary departments and the Department of Finance and Deregulation to work together on ICT planning and delivery;
- support reviews across the Parliament to use ICT for more efficient work processes; and
- support the implementation of ICT architecture principles and standards.

This initiative will also consult with clients to ensure investment is made to their greatest benefit. It will encourage a coordinated approach based on analysing opportunities to use technology.

This initiative will also provide a clear direction for ICT services and support.

2. Deliver efficiencies through replacement of ICT systems, using new technologies (and automating manual processes where possible), as well as efficient management of existing ICT systems through their lifecycle.

This initiative will:

- improve efficiency and lower costs for some business processes;
- assist us in meeting our obligations through implementing the findings of the Gershon review including using whole-of-government approaches to purchasing;
- rationalise hardware by using new software to reduce the number of servers;
- ensure systems are implemented that meet our enterprise standards to reduce the costs of support and development; and
- deliver services through a single network.

3. Use new technologies to empower users and meet emerging demands.

This initiative will:

- support Senators and Members use of services through mobile technologies including access to the website and parliamentary records; and
- implement new systems to support greater engagement between the Senators and Members, staff of the parliamentary departments, and the Australian community.

This initiative will also assist with fostering an innovative culture and supporting the new and emerging needs of parliamentarians.

4. Provide a "single service" solution to Senators, Members and their staff in their parliamentary and electorate offices.

This initiative will provide Senators, Members and their staff with the same ICT systems and support in Parliament House and the electorate office.

Security services

Security and emergency services for building occupants and visitors.

Parliament House is highly visible and iconic building and as such from time to time attracts physical and cyber security threats. The building, its occupants and visitors must be protected from these threats. Our objective is to address threats and disruptions to activities within Parliament House while maintaining accessibility to the building and the work of the Parliament.

The security outlook over the next 20 years is expected to remain uncertain. The threat environment is not expected to drop below MEDIUM. Security arrangements need to be flexible, seamless and adequately resourced to be able to adapt quickly to emerging threats and attacks. Evolving technology will play a key role in the way security is delivered as existing technologies become outdated.

We will respond by:

- maintaining quality communication and relationships with intelligence agencies and the AFP;
- investing in risk mitigation infrastructure;
- ensuring security managers keep informed about the external security environment;
- using technology to assist with incident prevention and response; and
- providing our people with relevant training to ensure the right level of competency to maintain appropriate security.

Over the next three years we will:

1. Seek funding for, and implement, the agreed recommendations of the *Parliamentary Security Risk Review Phase 1* in a way that balances security and building accessibility requirements.

This initiative will help to mitigate the risks identified in the review.

2. In conjunction with the chamber departments develop a robust Continuity of Parliament plan that is consistent with government business continuity plans.

This initiative will ensure the continuity of parliamentary business in unforeseen circumstances.

3. Develop and implement a parliamentary security information framework. This will include:

- targeted security briefings;
- security induction training; and

- a review of the composition and role of the Security Management Board and its invited subject matter experts.

This initiative will:

- assist with integration and coordination between the parliamentary departments and the relevant executive government agencies in relation to parliamentary security matters; and
- increase awareness of security matters for all responsible officers and agencies which serve the Parliament.

4. Conduct an audit of security controls and a review of risks to:

- identify any issues around physical, information and personnel security; and
- develop a program of works to mitigate the identified risks.

This initiative will provide a greater awareness of security and assist with greater coordination between physical, personnel and information security.

Building services and amenities

Provide an operating Parliament House encompassing public areas, areas for Parliament's business and accommodation for Senators and Members and other building occupants. The services we deliver include:

- heating, cooling, energy, water and waste services;*
- catering, health and recreation, cleaning services;*
- art services; and*
- facilities, building and landscape services.*

Over the next 20 years the changing operating environment will have a significant and sustained impact on the way we do our work. We will be expected to reduce our greenhouse gas emissions and to consume less water and energy. There will be an increasing focus on prudent asset management as the building and its infrastructure approach 50 years of service. As existing systems reach the end of their economic life, replacement systems will need to offer environmental and operational efficiencies. Underpinning this is our responsibility to protect the heritage and design integrity of Parliament House.

Senators, Members and other building occupants will continue to expect high quality, day-to-day services including housekeeping and catering. As the Australian population increases, the number of parliamentarians may also increase, having a flow on effect on the demand for our services.

We will respond by:

- continuing to deliver existing services in a cost effective and environmentally sustainable way;
- investing in new mechanical and electrical infrastructure that is cost effective and environmentally friendly;
- investing in intelligent landscape modifications that reduce our demand for water;
- systematically investing in the building fabric to maintain the condition to agreed standards;
- providing our people with training to ensure the right level of capability to undertake building maintenance activities; and
- working with the Presiding Officers and the chamber departments to develop strategic plans to manage the future growth of the Australian Parliament.

Over the next three years we will:

1. Implement the recommendations in our energy, water and waste strategic plans including investigating:
 - the introduction of trigeneration technology at Parliament House;

- energy saving opportunities; for example reviewing the lighting and airconditioning requirements of the building;
- the use of non-potable water for the landscape and other services in Parliament House; and
- implementing improvements in recycling.

These initiatives will reduce the impact of Parliament House operations on the environment by:

- reducing greenhouse gas emissions;
- reducing water consumption; and
- maximising the amount of waste recycled and minimising waste sent to landfill.

These initiatives will also:

- assist DPS to comply with legislative and community obligations; and
- improve the efficiency and cost effectiveness of our service delivery.

2. Manage the heritage values and art collection of Parliament House through the preparation of a heritage plan, and continued development and preservation of the Parliament House Art Collection.

This initiative will:

- ensure heritage assets are cared for over time and are available for future generations;
- ensure Senators, Members and other building occupants have access to a range of artworks which reflect the diversity of their interests and geographical representation; and
- enhance the working environment for building occupants, and expose visitors to a range of aspects of Australian life, landscape, and society.

3. Conduct a review of the delivery of building related services including, where appropriate, current contract and license arrangements, for catering, health and recreation, Parliament Shop and cleaning services, and implement recommended changes.

This initiative will ensure services delivered through licences and contracts meet the changing needs of our clients, are well-managed and performance targets are reported.

This will also enable us to ensure contracts and licences are cost effective and to implement an auditing and compliance monitoring system.

4. Develop a maintenance and asset replacement program for the building structure and building fabric which includes furniture and fittings.

This initiative will be consistent with the heritage plans outlined above, and will:

- establish a furniture and fittings conservation plan, identifying furniture for acquisition or replacement; and
- identify areas of the building structure that require maintenance work or asset replacement.

This initiative makes a significant contribution to ensuring the building is appropriately presented and maintained through its 200 year life expectancy.

5. Develop an asset maintenance replacement strategy for the electrical and mechanical plant and infrastructure.

This initiative seeks to:

- minimise capital costs through extending the effective operating life of equipment through maintenance;
- ensure assets are replaced in a timely manner to reduce system outages;
- reduce ongoing operating costs through selective investment in new equipment; and
- improve our environmental performance.

6. Implement the recommendations of the report on the review of the Parliament House Landscape with the aim of becoming more environmentally sustainable and reducing our reliance on potable water.

This initiative will:

- investigate the feasibility of alternative water sources and storage;
- reduce the use of potable water; and
- ensure the overall appearance of the landscape is appropriately maintained in keeping with the original design intent.

This initiative also assists with enabling our department to comply with community and legal obligations in achieving water use targets.

Visitor services

Providing a memorable and educational experience for visitors to Parliament House, including events and community engagement.

Parliament House is recognised as a design icon and is part of Australia's heritage. The building is the home of the Australian Parliament. It is one of the few houses of parliament in the world that is regularly open to the public and has welcomed approximately 20 million visitors since it opened in 1988.

Over the next 20 years we expect a continuing high level of interest in the Parliament and Parliament House from visitors, including school groups, driven by the presentation of new displays and experiences in Parliament House. As access to electronic information evolves, we also expect increasing interest from e-visitors using our websites and other emerging technologies.

We will respond by promoting Parliament House as the people's building, and aim to provide information and access to all Australians, either in person or on-line, including:

- providing positive and interactive educational displays for visitors including school groups, domestic and overseas tourists and business visitors;
- developing e-information for people of all ages to learn about Parliament as an institution and Parliament House as a building;
- providing informative guide services with up-to-date information on the parliamentary process and the building;
- encouraging more visitors, including return visitors, to Parliament House by promoting activities, exhibitions and events; and
- promoting a better understanding of the work of the Australian Parliament and the unique building in which it operates.

Over the next three years we will:

1. Assess the needs and expectations of our visitors by using surveys and other feedback mechanisms.

This initiative will inform a visitor services business model that will support memorable and informative visitor experiences including how best to use the guide services.

2. Improve in conjunction with the chamber departments, access to Parliament House through an enhanced visitor web site.

This initiative will:

- offer up-to-date pre-visit activities and information for visitors, including school groups;
- connect with visitors nationally and internationally with a virtual visitor experience including virtual tours and online shopping; and
- promote activities, exhibitions and events at Parliament House.

3. In collaboration with the chamber departments, establish partnerships with a range of ACT tourism organisations and participate in ACT tourism initiatives.

This initiative will:

- enhance community engagement and promote Parliament House as a premier visitor destination; and
- promote special events and exhibitions at Parliament House.

4. Implement in conjunction with the chamber departments, approved recommendations of the *Review of Public Displays*.

This initiative will:

- improve the accessibility and visitor friendliness of public displays;
- promote a better understanding of the work of the Australian Parliament and the unique features of Parliament House; and
- renew and upgrade public displays for the 25th anniversary of Parliament House and the Centenary of Canberra in 2013.

5. Provide clearly documented guidelines to temporary exhibitions organised by external groups in the Presiding Officers' Exhibition Area.

This initiative will ensure:

- external organisations seeking opportunities to exhibit in Parliament House have a clear understanding of their responsibilities and obligations and the levels of service provided by the Department of Parliament Services, and
- that incoming exhibitions contribute to an overall program of quality and variety which is appropriate to the building and the dignity of the Parliament.

Parliamentary service support

Providing effective leadership for our staff and internal support services which are, at the least, comparable with those provided in other successful public and private sector organisations.

Internal support services are those which enable our organisation to deliver its services to our clients and include project management, procurement, finance, contract management, human resources, OHS, governance and strategy development.

Over the next 20 years our financial outlook will remain constrained, requiring strategic prioritisation of work and the careful allocation of our resources. We need to find creative ways to deliver internal support services that are efficient, timely and offer value for money so that we can meet our clients' expectation for high quality services and timely improvements to building infrastructure, ICT and security systems.

We also face the challenges of:

- being client-oriented and providing a seamless experience for our clients;
- increasing our clients' confidence and improving our reputation for service and project delivery;
- increasing our efficiency and improving our business practices;
- providing timely, responsive, accessible and appropriate services;
- an ageing workforce, increasing competition for knowledge workers, skill shortages and changing employee attitudes to work and life balance; and
- becoming an organisation that consistently improves itself and readily adapts to change.

We will respond to the longer-term and shorter-term challenges by:

- regularly reviewing the way we provide services to all of our clients;
- pursuing new technologies to improve productivity, energy consumption and the quality of client services;
- improving departmental decision making by ensuring risks and opportunities are carefully considered; and
- ensuring we provide high quality training to our people, and that our contractors also provide high-quality training to their staff to enable them to safely fulfil their roles.

We have also made a commitment to our people to:

- improve communication within the department; and
- to relocate as many office-based staff out of basement accommodation as possible.

Over the next three years we will:

1. Invest in learning and development of our people to ensure they have knowledge and skills to meet service responsibilities, and client needs and expectations. Key priorities will include tender and contract management skills, and performance management skills.

This initiative will:

- involve further investment in training and development for our people including secondments and rotations with other departments and agencies;
- create an environment supporting effective knowledge transfer and a continuous improvement culture;
- ensure we have capable, skilled, professional people, who exercise sound judgement and operate effectively in a changing work environment; and
- address some immediate concerns about asset and operational contract management, as well as people management.

2. Develop and implement a robust internal communication model.

This initiative will provide a model of effective, open communication which is inclusive of all levels in the organisation and that is equally targeted to office-based and non office-based staff.

3. Upgrade the HR and financial management information systems.

This initiative will ensure we have:

- effective information systems to assist decision-making; and
- effective management systems to deliver services.

This initiative will also help us with development of the best model for delivering other corporate services.

4. Work with the chamber departments to expand the use of shared services within Parliament House.

This initiative will initially transfer DPS payroll processing to the Department of the House of Representatives.

5. Implement Key Performance Indicators for internal services.

This initiative will provide measures of the accuracy, quality, accessibility, efficiency, timeliness and client orientation of our various corporate services.

This initiative will also assist DPS to compare its performance with other organisations.

6. Implement accommodation improvements.

This initiative will provide above ground office accommodation for office-based staff currently located in the basement.

This initiative will also assist with the reassessment of all DPS accommodation and storage. The focus will be the co-location of work groups, relocation of storage to the basement.

7. Implement workforce planning across the department to recruit, develop and retain our people.

This initiative will:

- help maintain high standards of client service;
- retain corporate memory and reduce the cost of staff turnover;
- assist succession planning; and
- build leadership capabilities at all levels.

This initiative will also assist with revitalising skills and knowledge.