



DEPARTMENT
OF THE SENATE

Corporate Plan

2025–26

The 2025–26 Corporate Plan for the Department of the Senate, which covers the period 2025–26 to 2028–29, is published to meet the requirements of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

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From the Clerk

I like to introduce the department's corporate documents by reflecting on the nature of our work, which tends to follow the rhythm of the electoral cycle. This plan, focusing on the current financial year but looking ahead to 2029, is published as the 48th Parliament gets underway. Post-election set pieces—our orientation program for new senators in the first week of July and the proceedings of the Opening of Parliament—have been planned and delivered, and the first sitting fortnight is now behind us.

The Senate's standing committees have been re-established with the new Parliament, and joint committees with members from both Houses appointed soon after. With these proceedings complete, and as legislative programs and priorities begin to emerge, the department's core work—supporting the Senate's legislative and committee activity—starts to ramp up.

Experience suggests that demand for our core services will continue to increase through the first year of the three-year term, with the second year invariably the busiest, before legislative and committee activity moderates ahead of the next election.

In describing our work, we often refer to the “secretariat”. This term usefully captures our role in providing administrative and logistical support to the Senate and its many committees. It suggests that we arrange meetings, manage paperwork, and report outcomes. For the Senate, this involves receiving and publishing thousands of documents each year, and producing both formal records and informal guides to its work. Committees also receive large volumes of submissions and responses to questions, which must be processed, distributed to committee members, and, for the most part, published. The work of committee secretariats extends further, supporting committees by analysing evidence, preparing background information, and drafting and refining reports. Our capacity to receive, share, analyse, and publish these documents at scale depends on the reliability of the Parliament's ICT systems.

Our other core services centre on advice and support. We provide senators—and others involved in parliamentary processes—with the advice and support they need to participate effectively in Senate and committee proceedings. These “others” include people making submissions, appearing as witnesses, presenting documents to the Parliament, or responding to matters raised during committee inquiries. For senators, as well as providing formal advice on the operations of the Senate and committees, this can also involve scripting material to use in proceedings, or drafting bills and legislative amendments to put before the Senate.

We also advise senators on matters affecting the operation of the Senate and its committees, and provide administrative support to senators and their staff, particularly within Parliament House. Complementing this, we promote understanding of the Senate's role and work, and of the Parliament more broadly, through public information, education, and outreach initiatives.

The level of legislative and committee activity we support—and the resulting demand for our services—is variable and largely outside our control. It is determined by senators themselves through the decisions they make in relation to Senate and committee proceedings. This can lead to unpredictable workloads and shifting deadlines, which affects how we plan and evaluate



our work. We aim to provide accurate, impartial, and timely advice, as well as consistent support, regardless of demand. Beyond accuracy and timeliness, our performance is assessed through the satisfaction of senators with the advice and support we provide. This is explored in the plan under the heading *Performance*.

A recurring theme in our planning has been the impact of changing political dynamics in the Senate. The emergence of a large and diverse crossbench over several parliaments has contributed to sustained high levels of legislative and committee activity. The 47th Parliament saw a substantial increase in demand for legislative drafting work undertaken by our Procedure Office, as discussed in the Clerk's review of our 2023–24 annual report. This trend continued until the final sittings of that Parliament in March this year. Demand for secretariat support for committee inquiries also remained high throughout. A month into the 48th Parliament, it is too early to tell how the new political dynamic—a Senate with a single party holding the 'balance of power' on the crossbench—will affect our work. As ever, we will monitor demand and respond as best we can within our resources.

We continue to rely on our partnerships with the other parliamentary departments to deliver services effectively. I thank my counterparts across the Parliamentary Service for their collegiate approach. Last year, I flagged collaboration with colleagues in the Department of Parliamentary Services and the Department of the House of Representatives on projects to modernise parliamentary business applications. We remain caught between legacy systems that are no longer fit for purpose and the need for custom-built or substantially modified systems to meet the specific needs of our Parliament. Advancing this work will remain a focus this year.

Last year, we published our initial Artificial Intelligence (AI) Transparency Statement, in accordance with the Digital Transformation Agency's policy for responsible use of AI in government. Like other entities, our use of AI will no doubt evolve this year, although much will depend on the appetite of senators and members for its use in different settings. For transparency, parts of this introduction were written by AI...

Given the specialised nature of our work, much of our corporate and executive activity is focused on maintaining our capability to deliver advice and support to a high standard. The keys to this are flexibility, resilience, and preparedness. Our learning and development activities prioritise practical skills and procedural expertise. I am always quick to recognise that our success as an organisation rests squarely on the knowledge, skill, motivation, and professionalism of our staff.

As we embark on the work of the 48th Parliament, the department remains committed to delivering high-quality support and advice to the Senate, its committees, and all those who engage with parliamentary processes. Our planning reflects both the certainty of our core responsibilities and the unpredictability of the environment in which we operate.

We will continue to adapt to changing demands, embrace opportunities for innovation—particularly in the digital space—and invest in the capability of our people. Above all, we remain focused on upholding the values of impartiality, accuracy, and professionalism that underpin our service to the Senate.

I thank all staff for their dedication and expertise, and I look forward to the year ahead with confidence in our collective ability to meet the challenges and opportunities it presents.

Richard Pye
Clerk of the Senate

The Senate secretariat

The Senate department is the secretariat to the Australian Senate. Our key functions derive from this purpose and our work is substantially driven by the requirements of the Senate and senators.

We provide the secretariat to the Senate – enabling its legislative and accountability activities – and to dozens of parliamentary committees, whose work encompasses the Senate’s scrutiny functions and its exercise of Parliament’s broad investigative powers. In doing so, we provide expert, impartial advice about Senate and committee operations, encompassing their powers, privileges and immunities, and reflecting well over a century of procedural precedent.

With our colleagues from across the Parliamentary Service we also provide specialised advice and logistical support to senators so they may undertake their duties.

We publish the Senate’s records and produce an array of information resources so that people may understand and engage in its work. These public information activities enhance the transparency of government and, by contributing to a better-informed electorate, promote Australia’s democracy and Parliamentary education.

Our capability to meet the needs of senators and the Senate rests on our people. Among our key objectives are to recruit well and to enhance the skills and knowledge of our staff through targeted learning and development activities, and by mentoring them in the specialised work we undertake.

We strive to ensure adherence to public governance and accountability requirements, and to meet our accountability obligations to the Senate and senators. Our work supports an institution that performs a key role in maintaining the accountability of the executive, so we are particularly mindful of the need to meet the highest standards of probity. Moreover, our daily interaction with senators provides a constant performance measure.

We succeed in our purpose when the Senate and its committees meet in accordance with their decisions, and when senators and others receive the advice and support they need to participate in those meetings. The mechanisms by which we deliver and assess our services are detailed ahead.

Program delivery

In planning terms, the department's purpose is expressed as a single outcome – to provide advisory and administrative support services to enable the Senate and senators to fulfil their representative duties and exercise the legislative power of the Commonwealth.

These services are delivered through a single program.

PROGRAM 1

Advice and support – Secretariat support for the Senate and its committees, and advice and support to enable senators and others to participate in their meetings.

KEY ACTIVITIES

The department's outcome is delivered under a single program, comprising key activities in the following areas:

- Advice about Senate and committee proceedings
- Secretariat support for the Senate
- Secretariat support for committees
- Administrative advice and support for senators
- Public information and parliamentary education
- Sustaining capability, governance and accountability.

MEASURES

The department's activities enable the Senate and its committees to meet in accordance with their decisions.

Senators (and others) have the advice and support they require to participate in meetings of the Senate and its committees.

Senators are satisfied with the administrative advice and support they receive from the department.

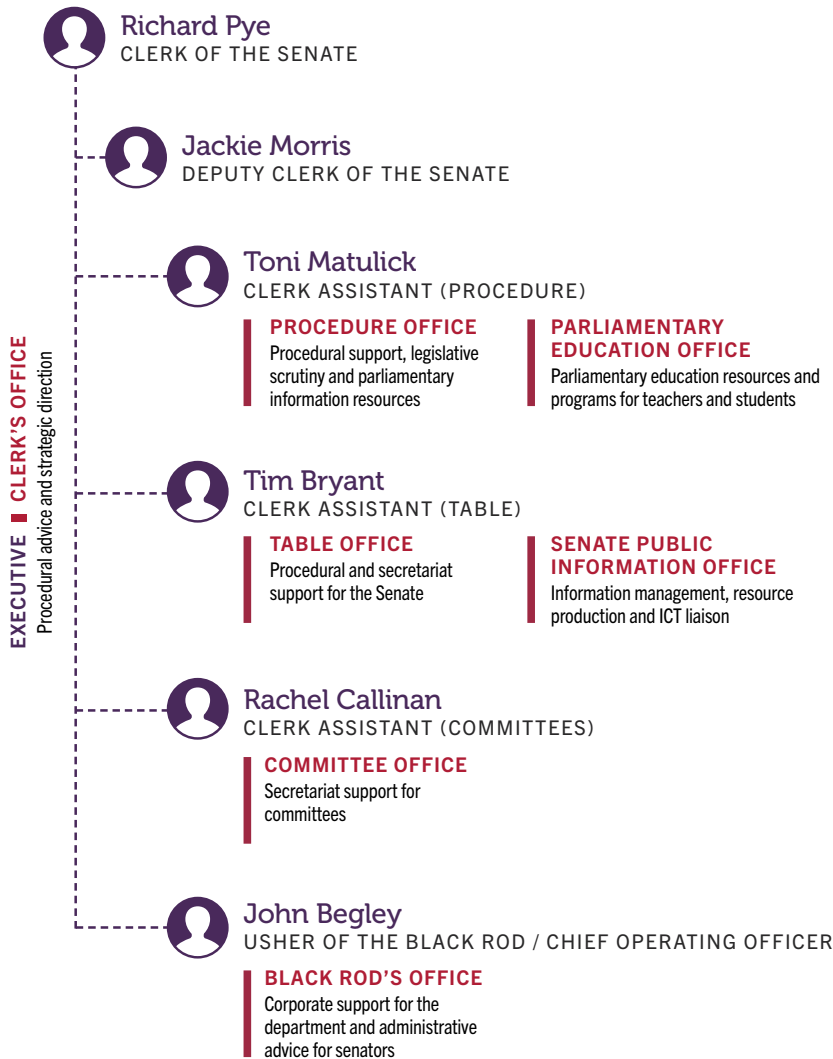
Public information about the work and role of the Senate and its committees and parliamentary education programs are current and accessible to all.

Further information about the department's performance framework is summarised under the heading *Performance*.

Structure and roles

The department is responsible to the Senate through the President of the Senate, Senator the Hon Sue Lines. The accountable authority and head of the department is the Clerk of the Senate, Mr Richard Pye.

The Clerk, Deputy Clerk, Usher of the Black Rod and Clerk Assistants comprise the Program Managers’ Group which supports the Clerk to administer the department in an informed, effective and thoughtful manner. To achieve our purpose, the department is structured into seven offices. Their roles and responsibilities are set out in the department’s annual work plans and are summarised below:



The Parliament’s website contains further information about the department’s [corporate structure and functions](#).

Environment

The department occupies a unique place in the machinery of government in supporting the Senate; an independent House of Parliament established by the Australian Constitution.

Our work is determined by the Senate and its committees. The character of our work reflects the constitutional role of the Senate as a constituent part of the Parliament, in which the legislative power of the Commonwealth is vested. Our day-to-day tasks have evolved along with the processes the Senate has developed for scrutinising government policies, operations and legislative proposals.

The department is responsible, not to the government of the day, but to the Senate and all senators, and maintains complete impartiality in serving equally senators from all political parties and independent senators. Our approach and values arise from the need to provide non-partisan advice and support to each senator, to each committee on which senators serve and to the Senate as an institution.

The department is subject to the same financial pressures faced by other public sector agencies. The need for innovative, productive responses to budget constraints and changing expectations of senators pose challenges. These challenges can be particularly pressing because there is no intrinsic connection between the demand for the department's services and the resources for their delivery.

Finally, in addition to working within the constitutional framework and standing orders of the Senate, we work in accordance with the public governance and accountability arrangements set out in the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and other legislation in so far as they apply to the parliamentary departments.

Collaboration

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

The structure of parliamentary administration is also evolving in response to the Independent Review of Commonwealth Parliamentary Workplaces (Jenkins Review), whose recommendations prompted the establishment of two new independent offices, the Parliamentary Workplace Support Service and the Independent Parliamentary Standards Commission.

While our perspectives necessarily differ, we work collaboratively with our colleagues and support the parliament. The department adheres to the purpose of the *Strategic Framework: The parliamentary service*, to ensure:

- Parliament and its committees are supported effectively
- that senators and members are supported to undertake their work

- the community can easily access and engage in the work of the Parliament and parliamentary committees
- that national, international and regional relationships are maintained with other parliaments, parliamentary bodies and organisations
- Australian Parliament House (APH) is sustained as a workplace and national institution, and
- the parliamentary service is independent and non-partisan.

The department participates in a range of interdepartmental committees through which the parliamentary departments coordinate common and joint activities. Chief among these are quarterly meetings of the heads of the four parliamentary departments and the Parliamentary Workplace Support Service; the Parliamentary Administration Advisory Group; the Security Management Board; the Parliamentary ICT Advisory Board (and its subordinate ICT committees); and numerous boards managing joint projects and endeavours such as the implementation of the Parliament's *Reconciliation Action Plan* and access and inclusion initiatives.

Capability

Our capability to provide the highest standards of advice and support to senators, the Senate and its committees is founded upon the knowledge, skill, motivation and professionalism of our staff.

It is supported by our learning and development framework; our approach to workforce planning and recruitment; our priorities in negotiating and implementing employment frameworks; and effective governance structures.

Although difficult to measure, the goal here is institutional continuity. The achievement of this goal lies in the recruitment of exceptionally capable staff, in numbers commensurate with workload and within budgetary constraints; the provision of ongoing staff training and support; and the production of authoritative procedural guides and reference works.

The department fosters a work culture that promotes collaboration, well-being and inclusion. This provides an environment where all employees feel valued, respected and supported to best contribute to our work. The workplace policies and practices in place, including our high expectations of our leaders, allows us to deliver on this and attract and retain high calibre staff. During 2025-26, we will continue to collaborate with parliamentarians, the parliamentary departments, the Parliamentary Workplace Support Service and the new Independent Parliamentary Standards Commission, to ensure we are meeting our shared responsibilities to all staff working in Parliament.

We uphold the values set out in the *Parliamentary Service Act 1999*, which are embedded into our systems, practices, procedures and culture, and support our relationship with the Parliament and public. These place the highest value on impartial service to the institution of Parliament.

They are essential to the department’s performance and support good administration. Our values also underpin our relationships and behaviour and establish the way work is completed.

In the period of this plan and into the future, there will be further investment in the development of our critical capabilities to deliver effective services to the Senate. There will be a continued focus on procedural and legislative support and mentorship of the staff involved. Strong and supportive working relationships, knowledge sharing and the effective capture and dissemination of corporate knowledge through publications and strong record keeping are key elements in the continuing evolution of the management team and staff and ongoing succession planning.

Information technology

The ICT and administrative systems we use underpin our ability to support the Senate, committees and senators, and to produce and share information about their work. The department is constantly looking for innovative ways to deliver services, including embedding a process for the responsible harnessing of AI, while maintaining the integrity of the advice and support provided.

DPS supports most of the department's ICT systems and works with the department to ensure those systems are updated to harness new capabilities and improve efficiency. The risk of ICT problems interrupting the core work of the Senate is therefore shared with DPS and mitigated through a memorandum of understanding with DPS, business continuity planning, participation in user groups and management committees, and strategic oversight through the Parliamentary ICT Advisory Board. The parliamentary departments have in place an ongoing annual formal assurance process of the services provided by DPS.

In 2025–26 and beyond, the department is looking to:

- ➔ continue project work to digitise manual processes and enhance the document management systems used by the department and the publication of parliamentary information

- ➔ identify required ICT capabilities to support improved efficiency in the work of the department, the Senate and its committees and advocate for resources to implement these capabilities

- ➔ contribute to making ICT Governance arrangements more efficient

- ➔ continue to strengthen our engagement in and oversight of joint ICT projects managed by DPS through the work of the Digital Innovation Team, and

- ➔ continue work on the management of cyber security as a shared risk with DPS.

Assurance and accountability

We strive to deliver services with innovation and efficiency, and to manage risks and resources effectively and accountably. Our services are enabled by our governance and accountability arrangements.

These facilitate the department's work and provide assurance to the Clerk, as its accountable authority, in fulfilling accountability obligations to the Senate, under the *Parliamentary Service Act 1999* and under the *Public Governance, Performance and Accountability Act 2013*.

The department also works within a strong ethical framework guided by the Parliamentary Service Values, Parliamentary Service Employment Principles and the Parliamentary Service Code of Conduct set out in the *Parliamentary Service Act 1999*.

The department operates in line with the APS Strategic Commissioning Framework. All core work is expected to be done in-house.

Risk oversight and management

Risks to the department may arise from circumstances which introduce uncertainty into its capacity to meet its purpose of providing support services to the Senate. Through our risk management strategies, the department aims to ensure that we have in place robust planning and decision making practices that will sustain the department into the future.

The department has a current risk management framework that is fit-for-purpose and consistent with the requirements of the PGPA Act and related policies. The framework acknowledges that the department's application of the Senate Standing Orders, procedures and the Parliamentary Service Values are the foundation of our risk management practices. The framework also includes an articulation of the department's risk appetite and tolerance, and provides guidance to further embed effective risk management practices throughout the department and to support staff to understand their role in risk management.

The main vehicle for the ongoing monitoring and treatment of risks is our strategic risk assessment report which the department regularly reviews and updates to address any emerging areas of risk or opportunity. The risk assessment provides a focus for talking about risk and incorporating appropriate mitigation activities in our governance and business processes and is a primary focus of the department's annual internal audit program.

Monitoring the risk assessment and testing of the effectiveness of risk controls, and other risk related matters, is the responsibility of senior management and the strategies to address the department's key risks are considered at each Program Managers' Group meeting. Program Managers regularly report to the department's Audit Committee, which in turn provides advice to the Clerk on the appropriateness of our risk oversight and management.

Key business risks

The following table provides a snapshot of the department's five strategic risk categories at 1 July 2025. The residual risk ratings are determined after the effective implementation of risk treatment strategies and controls.

Ref.	Risk	Risk strategies and controls	Rating
1	<p>Workforce capability</p> <p>The risk that the department does not have the skills, capacity or experience to provide the advice and support required.</p>	Program Managers oversee the department's workforce plan and engage in strategic workforce management. The department encourages ongoing learning and development, as well as the rotation of staff, to broaden the skills and experience of staff.	LOW
2	<p>Management of relationships</p> <p>The risk that the department fails to maintain productive relationships with:</p> <ul style="list-style-type: none"> senators and their staff external agencies parliamentary departments the community. 	<p>The department maintains or supports various forums (most significantly, the Standing Committee on Appropriations, Staffing and Security) which provide a conduit for direct communication with the President, office holders and other senators. The department maintains complete impartiality in serving equally senators from all political parties and independent senators.</p> <p>The department works closely with the other parliamentary departments through both formal and informal bodies. The department also engages with the broader Public Service through participation in various forums, including the Chief Risk Officer forum, HR Professional Network and Chief Financial Officer forums.</p>	MEDIUM
3	<p>Governance and accountability</p> <p>The risk that the department fails to appropriately manage its governance and accountability obligations and financial resources.</p>	Program Managers closely monitor the performance of each function through monthly reporting of key activities to the Clerk. In addition progress against the department's performance indicators is monitored and discussed bi-annually. The department has mature and well-developed accountability frameworks which are regularly reviewed through the department's audit committee and internal audit.	LOW
4	<p>Business operations [^]</p> <p>The risk that the department does not address disruptions to the effective delivery of services.</p>	Senior staff of the department sit on key administrative, security and ICT governance boards and steering groups. The department coordinates its business continuity planning and responses with other parliamentary departments.	MEDIUM
5	<p>ICT systems and resources [^]</p> <p>The risk that ICT systems and resources do not adequately support the work of the Senate (or Parliament) and its committees, and long term strategic planning is inadequate to ensure that appropriate systems and resources are developed for the future.</p>	The department has a memorandum of understanding with DPS as DPS is responsible for the delivery of ICT services to the Parliament. The department actively engages through the ICT Governance Framework and with DPS officers to ensure ICT platforms are fit for purpose and planned ICT development appropriately reflects the needs of the Senate and its committees, and the department.	MEDIUM

[^] These are shared risks that require a collaborative effort of oversight and management.

Governance forums and activities

The department's capacity to achieve its purpose is supported by effective governance arrangements. These include:

- advice, support and scrutiny provided by a senior management committee, the Program Managers' Group, chaired by the Deputy Clerk
- a Workplace Consultative Committee through which formal consultation on workplace relations occurs between the department and staff, and
- regular reviews of compliance with relevant legislative requirements and obligations, the results of which are articulated to the various governance bodies of the department.

To complement these internal mechanisms, the department's activities are scrutinised by both an internal audit service provider and the Australian National Audit Office. In addition, the department's Audit Committee provides independent advice to the Clerk.

The Audit Committee:

- reports regularly to the Clerk
- provides independent written advice to the Clerk on the appropriateness of the department's financial reporting, performance reporting, system of risk oversight and management, and system of internal controls, and
- produces an annual report, which is provided to the President of the Senate and the Appropriations, Staffing and Security Committee as part of the department's accountability arrangements.

We report on the activities and recommendations arising from these forums in our annual reports.

Performance

The department's performance framework focuses on our ability to achieve our purpose. We succeed when the Senate and its committees meet in accordance with their decisions, and when senators and others receive the advice and support needed to participate in these meetings. This Plan describes our approach to measuring success.

Our core services and activities do not lend themselves to numerical targets. As explained below, the demand for our services shifts in line with legislative and committee activity making it impossible to forecast our workload with any precision. Moreover, targets based on supporting a particular level of legislative or committee activity would not be indicative of the department's performance because such targets will not consistently reflect the real-time requirements of the Senate and senators. Instead, the department must position itself to meet whatever level of demand there is for its services.

Evaluation of the department's performance is based upon the degree to which its services meet the requirements of the Senate and its committees, and senators, principally measured against the following criteria:



These criteria are the cornerstones for assessing all services and activities provided by the department. The mechanisms for measuring performance are described under the heading *How performance is assessed*.

Factors influencing demand

The department will also report on the demand for its services. A constant in our planning and reporting has been the recognition that much of the demand for our services shifts in line with levels of Senate legislative and committee activity. Demand is overwhelmingly driven by decisions of the Senate and its committees.

Each year, significant factors include:

- the political dynamics of the Senate
- the number of days and hours, and distribution, of the sittings of the Senate
- the legislative workload of the Senate, and
- the number of committees, and their workload.

Gathering performance information

Workload and deadlines are largely dictated by decisions of the Senate and its committees, so it is difficult to set specific targets. Assessing performance relies on a measurement of the work undertaken and the feedback received from those who rely on these services.

The department monitors its performance through formal and informal channels. Formal processes for assessing senators' satisfaction with our work include the use of targeted surveys designed to elicit feedback from senators and their offices on specific services, providing qualitative information on our performance. To improve the level of survey responses, the department has established a benchmark and uses the parliamentary cycle to schedule surveys. Much of the department's work involves contact with senators and their staff, presenting a direct means of eliciting, often informal, feedback about services and performance and an avenue for addressing concerns as they are raised. Senators' comments about the department and its staff, placed on the public record during Senate and committee proceedings, constitute a valuable source of performance information. Performance information is also gathered from management information systems and seminar and training evaluation forms.

Performance can also be assessed through external scrutiny. Senate committees provide opportunities for senators and others to scrutinise the department's performance. The Clerk and other officers appear at estimates hearings of the Finance and Public Administration Legislation Committee during each round of Senate estimates. This provides an important accountability mechanism by which senators may test advice provided by departmental officers, and their activities, and evaluate the department's performance in a public forum.

The Appropriations, Staffing and Security Committee also has a specific role in relation to the department's appropriations as well as matters concerning the department's structure, staffing and ICT and security arrangements. Quarterly reports on the department's financial performance are provided to the President of the Senate and the Appropriations, Staffing and Security Committee. The Chairs' Committee typically meets twice a year, providing an opportunity for senators who chair Senate committees to give feedback on the advice and services provided by the department.

Finally, the department's performance framework continues to be influenced by consideration of internal audit recommendations, results of better practice assessments and the advice of our audit committee. This framework has and will continue to evolve and mature.

How performance is assessed

The department's purpose is achieved through the delivery of its core services, summarised on page 4, *Program delivery*. These services are largely demand driven and to demonstrate our performance, the department will report on the provision of significant services and the feedback received from those who rely on them.

Case studies

The department undertakes an annual case study to illustrate the connection between its work and the activities of the Senate. Case studies are selected early in the financial year, and on a rotating basis to ensure transparency, an objective reflection of performance and coverage of all the key activities of the department. Some of the case study topics relate to secretariat services, legislative process or corporate responsibilities. If a case study is no longer available for analysis, a replacement will be selected which meets the same criteria. The results of a case study are included in the annual performance statements.

Performance measures of key activities

The following tables show how information will be gathered and applied in assessing performance against our key activities over the period covered by this plan:

To assist readers, the following provides a definition of the methods used to assess performance:

- **as soon as possible** for live tracking of proceedings (i.e. the Dynamic Red and Estimates Live) means within minutes and for summary of proceedings means within one working day after the proceedings (i.e. for Senate daily summaries).
- **advice and support are timely** means advice or support is provided within the timeframe the recipient requires it in order to undertake a legislative or accountability activity.
- **advice and support are sound** means advice and support which is practical, accurate and consistent with the Constitution, standing and other orders of the Senate and relevant precedents.

KEY ACTIVITIES

- ➔ Advice about Senate and committee proceedings
- ➔ Secretariat support for the Senate and its committees

Performance measures

- ➔ The department’s activities enable the Senate and its committees to meet in accordance with their decisions
- ➔ Senators (and others) have the advice and support they require to participate in meetings of the Senate and its committees

Planned outcomes¹

- ➔ Advice and support are consistently sound and timely
- ➔ Secretariat support is provided for all meetings
- ➔ Efficiencies in service delivery are actively sought and implemented

Assessing performance	2025–26	2026–27	2027–28	2028–29
Records of advice and support provided to senators and others				
Method: Based on the demands for services, quantify the advice, drafting and other support provided.	✓	✓	✓	✓
Type: Quantitative Data sources: Internal records				
Surveys of senators and their staff*				
Method: Survey satisfaction with services provided by the Procedure Office – procedural advice and legislative drafting services (to non-executive senators).			✓	
Method: Survey satisfaction with services provided by the Table Office – advice and secretariat support services (to those who use the services and advised at the Senate Whips meetings).		✓		
Method: Survey chairs of committees in relation to satisfaction with services provided to Senate committees.	✓			✓
Type: Qualitative Data sources: Surveys				
Feedback from senators and others				
Method: Collation of formal and informal feedback on satisfaction with advice and support.	✓	✓	✓	✓
Type: Qualitative Data sources: Internal records, committee reports and Hansard				

* Surveys are spread across the parliamentary cycle to improve response rates and sent to all recipients of the service.

1 Each planned outcome relates to each performance measure.

KEY ACTIVITIES

→ Administrative advice and support for senators

Performance measures → Senators are satisfied with the administrative advice and support they received from the department

Planned outcomes → Advice and support are consistently sound and timely
 → Efficiencies in service delivery are actively sought and implemented

Assessing performance	2025–26	2026–27	2027–28	2028–29
Records of administrative support provided to senators				
Method: Based on the demands for services, quantify the administrative support provided by the Black Rod’s Office.	✓	✓	✓	✓
Type: Quantitative Data sources: Internal records				
Surveys of senators and their staff*				
Method: Survey satisfaction with administrative support provided by the Black Rod’s office.		✓		
Type: Qualitative Data sources: Surveys				
Feedback from senators and others				
Method: Collation of formal and informal feedback on satisfaction with administrative advice and support.	✓	✓	✓	✓
Type: Qualitative Data sources: Internal records and Hansard				

* Surveys are spread across the parliamentary cycle to improve response rates.

KEY ACTIVITIES

➔ Public information and parliamentary education

Performance measures ➔ Public information about the work and role of the Senate and its committees and Parliamentary education programs are current and accessible to all

Planned outcomes ➔ Relevant public information is made available as soon as possible following activity and planned education programs are provided
➔ Efficiencies in service delivery are actively sought and implemented

Assessing performance	2025–26	2026–27	2027–28	2028–29
Records of public information and parliamentary education services provided				
Method: Based on the demands for services, quantify public information and parliamentary education services provided.	✓	✓	✓	✓
Type: Quantitative Data sources: Internal records				
Surveys of teachers using parliamentary education services				
Method: Survey satisfaction with parliamentary education services provided by the PEO.	✓	✓	✓	✓
Type: Qualitative Data sources: Internal records				
Evaluation of Senate seminars, training programs and lectures				
Method: Review evaluation of parliamentary education seminars facilitated by the Procedure Office.	✓	✓	✓	✓
Type: Qualitative Data sources: Internal records				
Feedback from senators and others				
Method: Collation of formal and informal feedback on satisfaction with public information and parliamentary education services.	✓	✓	✓	✓
Type: Qualitative Data sources: Internal records				

KEY ACTIVITIES

➔ Sustaining capability, governance and accountability *

- Planned outcomes**
- ➔ All identified accountability obligations to the Senate are met
 - ➔ Efficiencies in service delivery are actively sought and implemented

Assessing performance	2025–26	2026–27	2027–28	2028–29
Evaluation of learning and development activities				
Method: Review staff evaluation of learning and development calendar opportunities.		✓		✓
Type: Qualitative Data sources: Internal records				
Records of external scrutiny and assessments				
Method: Based on requirements, quantify external analysis and assessment activity.	✓	✓	✓	✓
Type: Quantitative Data sources: Internal records				

* As this key activity underpins delivery of all the department's other key activities but is not an end in itself, it has not been linked to a separate PBS performance measure.

These methods of assessing performance are considered appropriate and fit for purpose for 2025–26.

Reporting

Program Managers are responsible for maintaining the department's performance information and ensuring there is a clear line of sight from our planned performance, outlined in the department's Portfolio Budget Statements and this plan, through to how we have achieved these performance targets.

The department reports performance to its audit committee biannually. The audit committee uses this information to form an opinion and provide advice to the Clerk on the appropriateness of the department's performance reporting framework as a whole.

Formally, the assessment of the department's performance in achieving its purpose is reported in its annual performance statements, included in the department's annual report.