



DEPARTMENT OF THE
HOUSE OF REPRESENTATIVES

Corporate Plan

A close-up photograph of a white clock face with black numbers and tick marks. A red second hand is visible on the left. A small yellow square is positioned between the numbers 4 and 5. A dark blue arrow-shaped banner is overlaid on the bottom right, containing the text "2025-2026".

2025-2026

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Corporate Plan

2025–2026



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Claessa Surtees, Clerk of the House

Clerk's message

The Department of the House of Representatives (the department) supports Members of the House of Representatives to carry out their legislative, representative and committee roles. The department provides advice and services to:

- » enable the House of Representatives Chamber and Federation Chamber to meet and conduct business
- » enable House and certain joint committees to conduct and report on inquiries
- » support the Parliament's national, international and regional relationships, and
- » deliver information to enable the public to understand and interact with the work of the House of Representatives and the Parliament.

The start of the period covered by this plan coincides with the early months of the 48th Parliament following the general election held on 3 May 2025. Priorities during this time will be providing advice and services to new, and returning, Members to enable their participation in the work of the House of Representatives and the Parliament.

The work of the House is expected to continue at a high pace, as has been seen in recent reporting periods. The department's ongoing work to build capability and flexibility, both in systems and in the workforce, and to increase the maturity of its governance functions, will continue to enable staff to provide high levels of support to the House and the Parliament.

Statement of preparation

As the accountable authority of the Department of the House of Representatives, I am pleased to present the department's Corporate Plan 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the Act).

In accordance with the Public Governance, Performance and Accountability Rule 2014 the plan, which covers the periods 2025–26 to 2028–29, sets out the purpose of the department, the activities undertaken by the department to achieve that purpose, and the 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 develop its capability, and summarises the department's approach to good governance and collaboration.

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

Claessa Surtees
Clerk of the House

Who we are — Department of the House of Representatives

The Department of the House of Representatives is one of four departments of the 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.

Why we are here — Our purpose

To support the House of Representatives, and the wider Parliament, in the role of a representative and legislative body, primarily by providing advice and services, and through engaging with the community and other parliaments.

Outcome

Advisory and administrative services support the House of Representatives to fulfil its representative and legislative role (Portfolio Budget Statements 2025-26).

What we do to achieve our purpose — Our day-to-day activities

1 > Chamber and Federation Chamber

2 > Committee services

3 > Inter-parliamentary relations and capacity building

4 > Community relations and awareness

5 > Members' and corporate support

Performance measures

Our achievements are recorded using qualitative and quantitative performance indicators, as well as activity information.

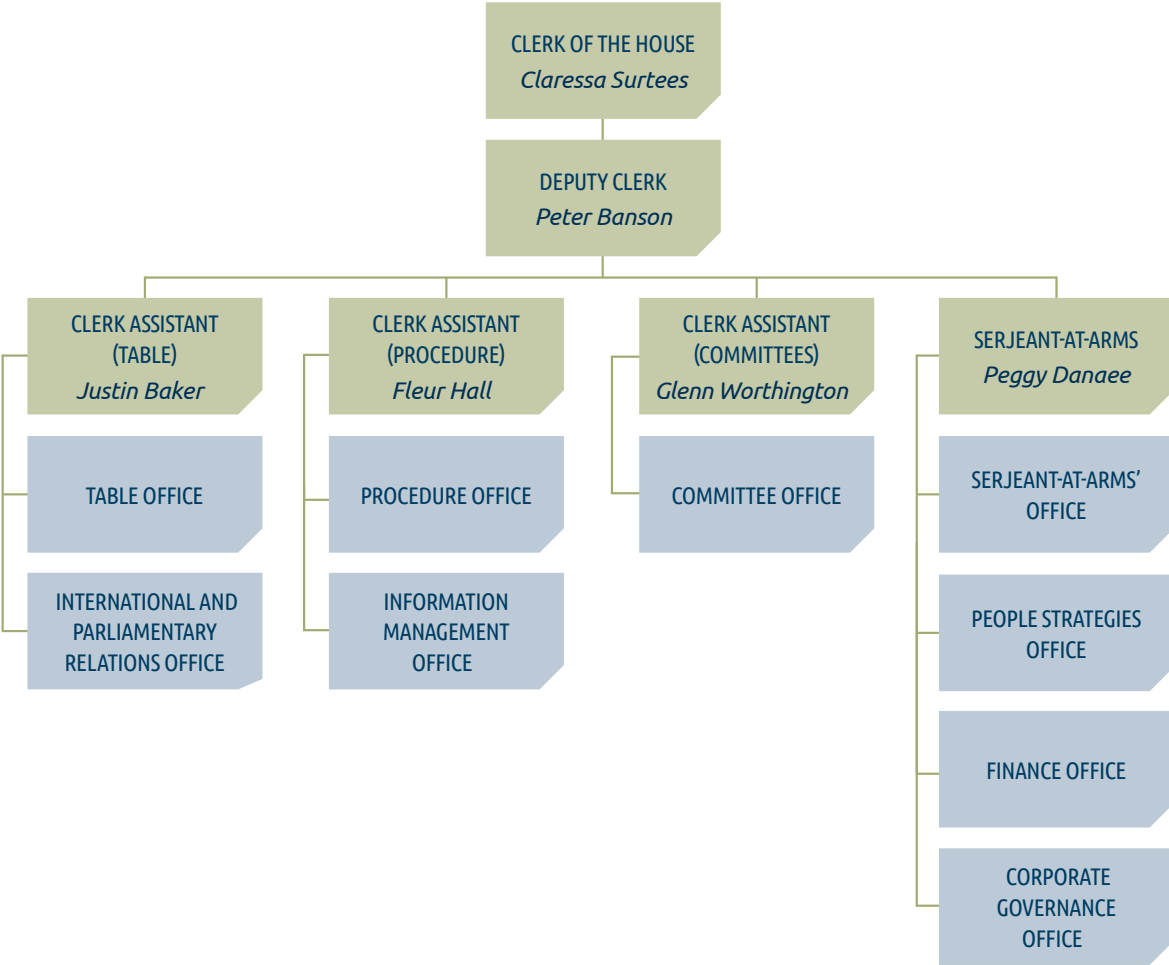
Operating Context: How we manage our environment, capability, risk and collaboration

Environment	Capability	Risk oversight and management	Collaboration
<ul style="list-style-type: none">Stakeholder responsibility and engagementWorkforce capacity and capabilityBusiness domainOngoing reliance on DPS services	<ul style="list-style-type: none">Workforce capabilityInformation capabilityCommunity awarenessStewardship	<ul style="list-style-type: none">Independent and internal auditRisk managementBusiness continuityFinancial complianceFraud and corruption controlWHS risk management mechanisms	<ul style="list-style-type: none">Department of the SenateDepartment of Parliamentary ServicesParliamentary Budget OfficeParliamentary Workplace Support ServiceExecutive government agencies relevant to the provision of services to the parliament

Organisational structure

The department is managed by its Executive, comprising the **Clerk of the House, Deputy Clerk, Clerk Assistant (Table), Clerk Assistant (Procedure), Clerk Assistant (Committees)** and **Serjeant-at-Arms**. Their work is carried out through nine offices. Figure 1 illustrates the department’s organisational structure.

Figure 1: Departmental structure



About the corporate plan

The **corporate plan**, along with **portfolio budget statements** and the **annual report**, including the **annual performance statement**, are the fundamental components of the enhanced Commonwealth performance framework. These components may be supplemented by internal planning documents.

Figure 2 shows how these components fit together across the annual performance reporting cycle for 2025–26. The portfolio budget statements and corporate plan, developed towards the start of the reporting cycle, are the department's key strategic planning documents.

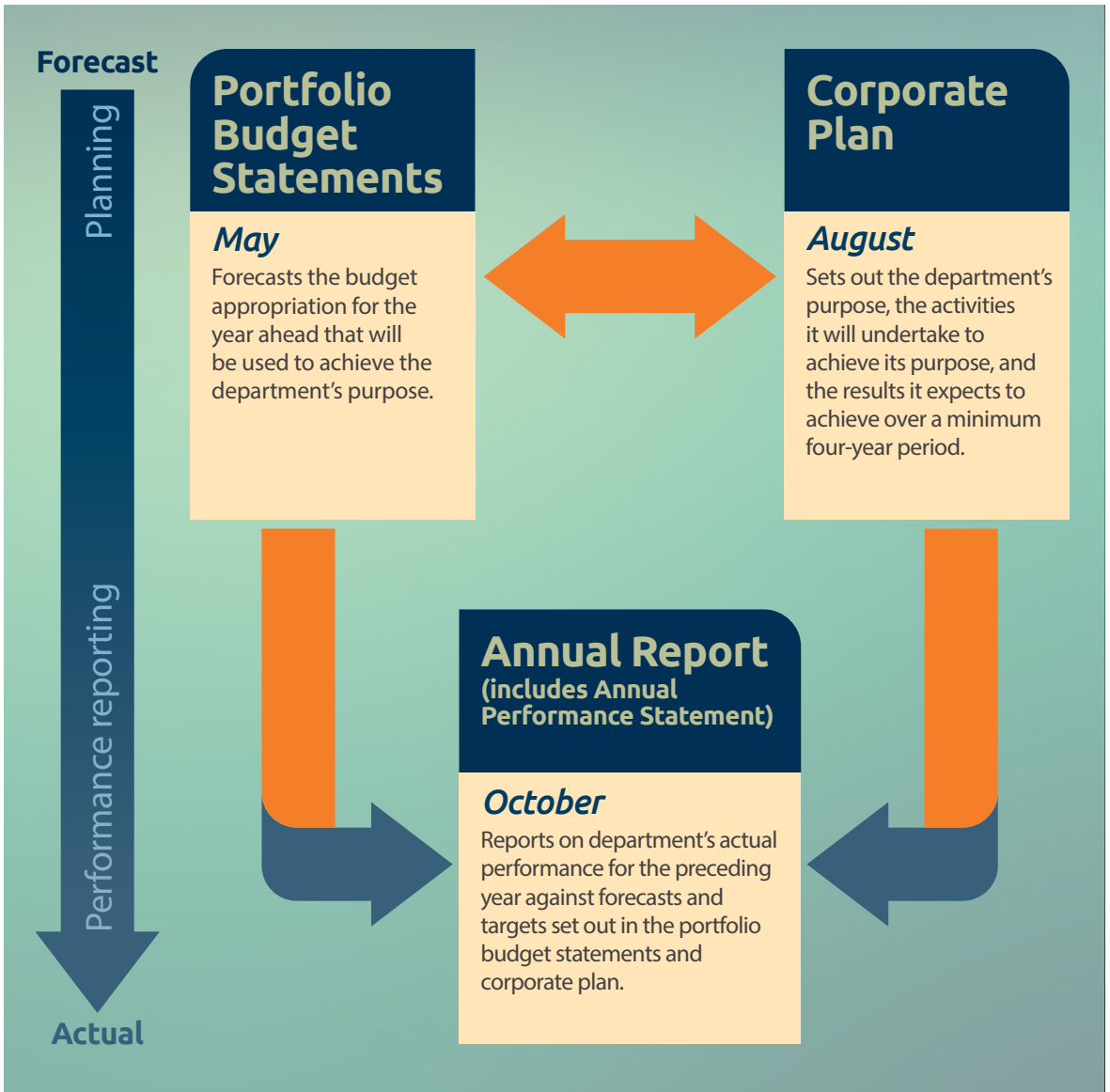
The Portfolio Budget Statements (PBS) describe how the department will use the resources allocated to it by the Parliament in the year ahead. The PBS provides a forecast of performance against measures for the current year, and at a high level, prospective information on performance measures for the year ahead.

The corporate plan outlines what the department will do to achieve its purpose in the year ahead and in the three forward years. It provides detailed information on the performance measures and targets that will be used to assess the department's success in achieving outcomes to support its purpose.

In addition, program areas or individual offices in the department may produce other planning documents. These plans have an operational focus, identifying key initiatives and priorities for action for the specific program area or office.

The annual report, including the annual performance statement, is published at the end of the reporting cycle. The annual performance statement provides an assessment of the extent to which the department has succeeded in achieving its purpose in the preceding reporting period, using the performance measures and targets set for that year. The annual performance statement also includes an analysis of factors that have affected performance.

Figure 2: Enhanced Commonwealth Performance Framework



Operating context

Environment

The department operates in a **dynamic political** and **economic environment**. Factors, to varying degrees within the department's control, affect the nature and volume of its work in supporting the House of Representatives to carry out its legislative, representative and parliamentary engagement functions.

The department's operating environment is characterised by its:

- » responsibility to, and engagement with, stakeholders
- » workforce capacity and capability
- » business domain.

Factors affecting the department's operating environment are outlined in more detail in the tables below, with an assessment of the extent to which the department can influence each factor.

Responsibility to, and engagement with, stakeholders

The department is accountable to a wide range of stakeholders with an interest in its work. The department is focused on providing expert support, a shared responsibility for stewardship of the institution of Parliament, and robust stakeholder engagement and collaboration.

The department has an ongoing commitment to strengthening the procedural capacity of the institution of Parliament through the provision of procedural advice and tailored learning opportunities for members, their staff and departmental staff.

The department also engages with the Australian community through information resources published on the parliament's website, various social media platforms and educational seminars on how the House works. Seminar topics include the functions of the House, the legislative process and the work of parliamentary committees. Engagement is also carried out through support provided for school visits.

Factor	Extent of department's influence		
	Greater	Partial	Limited
Responsibility to the Speaker, who is accountable to the House for the work of the department, and (with the President of the Senate) manages the parliamentary precincts	●		
Responsibility to parliamentarians, who have specific requirements as legislators, representatives and building occupants	●		
Engagement with representatives of executive government, professional groups, peak bodies and private individuals who interact with the House or committees supported by the department	●		
Engagement with the Australian community as a stakeholder with an interest in the democratic process and the work of parliament	●		
Collaboration with the established community of overseas and domestic parliamentary counterparts		●	

Factor	Extent of department's influence		
	Greater	Partial	Limited
Shared responsibility (with members of parliament, and with the other parliamentary departments) to uphold the institution of Parliament, and the House in particular, with its unique history, traditions and procedures		●	
Collaboration with the other parliamentary departments and external agencies in support of the wider parliamentary service		●	
Engagement as a client of DPS with respect to delivery and support for various IT systems, security, infrastructure and other services		●	

Workforce capacity and capability

The department has a highly engaged and professional workforce with dedicated and capable employees. We are committed to the health, wellbeing and safety of our employees and ensuring the business continuity of the Parliament. We continue to support strategies that will enable us to adapt to future challenges. We will reinvigorate our workforce planning initiatives through a workforce planning project during the period to ensure they are robust and effective. We will refresh our Workplace Diversity, Equity and Inclusion Strategy to ensure that the department continues to have a highly skilled, diverse and inclusive workforce to meet business needs into the future. We will continue to implement updated policies and guidelines in accordance with our current Enterprise Agreement, which shares many conditions with Australian Public Service agreements.

The department will renew its learning and development framework and invest in leadership development to help build the leadership capability required to meet organisational objectives.

The department will continue to refine its human resources information management system, focusing on system and process optimisation, embedding and enhancing new and existing modules, and developing further enhancements to automate processes. These measures will help the department attract and engage high quality staff, assist with performance management processes, and deliver enhanced services for departmental staff.

Factor	Extent of department's influence		
	Greater	Partial	Limited
The need for a specialist, highly professional workforce with capability development as a priority	●		
The need for experienced staff in senior executive roles and an experienced cohort of staff capable of contributing to strategic leadership and from which future senior managers may be drawn	●		
The need for a highly engaged, motivated and experienced workforce seeking rewarding careers in the parliamentary service	●		
A competitive public sector recruitment market that values career diversity, flexible working arrangements and opportunities for progression		●	
The need to foster a safe work environment that nurtures inclusion, respect and belonging	●		

Business domain

The department faces high service expectations and constrained resources in the business domain. The department has robust governance processes to enhance business effectiveness and efficiency in response to these challenges. The department's workload is significantly influenced by the parliamentary cycle, comprising the parliamentary sitting calendar and the federal election cycle. As a result, workload peaks and troughs may not be readily forecast or evenly spaced.

With a general election for the House of Representatives and half the Senate, held on 3 May 2025, the department will focus on activities to support the establishment of the 48th Parliament during 2025-26. This will include support for new and returning members and the opening of a new parliament on 22 July 2025. By the end of the period, the department's workload is expected to encompass the full range of its usual services.

The department continues to adopt digital ways of working and remains focused on ensuring our services meet the expectations of members and other clients. The information the department provides to support the work of the House of Representatives, committees and members is often time sensitive, and collaboration with the other parliamentary departments to modernise parliamentary and corporate systems will continue to be a priority.

The department will continue to work collaboratively with its staff, other parliamentary departments, other employees in the parliamentary workplace and parliamentarians to implement recommendations of the Australian Human Rights Commission (AHRC) Independent Review into Commonwealth Parliamentary Workplaces. The department will work with the Parliamentary Workplace Support Service to monitor the effectiveness of existing protocols and make changes where required. The department continues to provide a safe and respectful workplace in Parliament House, where staff can contribute ideas, develop skills, celebrate collective achievements, and feel supported.

Factor	Extent of department's influence		
	Greater	Partial	Limited
The parliamentary sitting calendar and key events in the parliamentary cycle, including the general election, leading to variable workloads			●
Resourcing, including limited influence over changes to the operating budget		●	
Client expectations of high service standards and low risk tolerance		●	
Opportunities and challenges associated with rapid changes in technology and changing client expectations for the delivery of services and information		●	
Enhancing and complying with statutory governance and performance reporting frameworks that support robust strategic planning, performance review and oversight	●		
The unique physical location and environment of Parliament House			●
Ongoing changes to information and physical security requirements			●
Shared responsibility to embed changes arising from implemented recommendations of the AHRC Independent Review into Commonwealth Parliamentary Workplaces, particularly where they are relevant to the department		●	

Capability

Development of the department’s capability ensures that the department continues to achieve its **purpose**, and that there is sufficient **workforce flexibility** and **expertise** to meet future needs.

Workforce capability

The department is dedicated to building a highly capable workforce that aligns with our strategic objectives. The ability to provide advice and support to the Speaker, parliamentarians, the House of Representatives, and parliamentary committees is based on the knowledge, skills, and professionalism of departmental staff. There will be a continued focus on developing and sharing knowledge of parliamentary practice and procedure and the ability to apply that knowledge.

The department will analyse its current workforce capabilities to assess its future workforce needs and continue to invest in its current and future leaders.

In recognising the competitive recruitment market, and the department’s demographic profile, the short to medium term capability development strategy focuses on:

- » attracting, supporting and retaining a diverse workforce of highly skilled professionals
- » developing parliamentary practice and procedural knowledge and skills across the department
- » investing in comprehensive professional development programs to enhance the skills and knowledge of staff, fostering a culture of continuous learning and professional growth prioritising the wellbeing of our workforce by maintaining rigorous health and safety standards, creating a secure and supportive workforce
- » supporting and promoting strategies that enhance our ability to adapt to future challenges, ensuring we remain agile and innovative
- » strengthening the department’s leadership and management capabilities
- » maturing the department’s risk management capabilities and culture
- » promoting diversity by ensuring that all staff have the capability to contribute to a respectful and inclusive workplace.

Workforce capability—initiatives	2025–26	2026–27	2027–28	2028–29
Renew the department’s workforce plan and evaluate and monitor outcomes	●	●	●	●
Develop a new learning and development framework and implement a new learning management system to assist in implementing effective professional development programs	●	●		
Build a diverse workforce by increasing representation and fostering an inclusive culture	●	●	●	●
Continuous development of human resource systems including further rollout of performance management, recruitment and learning and development components	●	●	●	●
Broaden and streamline recruitment options to expand the pools of available talent	●	●	●	●

Information capability

The department's information systems are critical to its ability to support the House of Representatives, committees, and parliamentarians. The information created, managed, and published by the department is an asset for the nation. Public policy, stakeholder and audience expectations, the rise of hybrid work, and technological change continue to drive the department to evolve and adapt the management, use and delivery of information.

The department's information systems are primarily delivered and supported by DPS. Delivery of cybersecurity and IT services is underpinned by a memorandum of understanding between the parliamentary departments that provides an ICT governance framework focusing on prioritisation of projects, reporting of outcomes and escalation pathways. The department relies upon a range of several legacy, bespoke systems that are undergoing renewal. The *Parliament of Australia Digital Strategy 2023–27* identifies a wide range of ICT challenges and opportunities and sets out a vision of the future of parliamentary ICT. The department will continue to engage with DPS and the Department of the Senate as core parliamentary information systems are modernised, to ensure that parliamentary information and data are managed effectively. A major focus in the coming years will be the DPS-led project to upgrade key systems supporting the House and Federation Chamber, parliamentary committees, and members.

The department continues to apply a risk-based approach to cyber security and works with DPS to promote cyber security awareness among staff. The department will evaluate the use of generative artificial intelligence (AI) as it is introduced into the parliamentary environment to ensure that it meets the needs of the House of Representatives.

Through its Information and Data Governance Committee, the department will improve its information and data governance posture and improve the capability of all staff. The department will continue to engage collaboratively with other parliamentary departments to ensure robust data management practices are in place across the parliament.

Information capability—initiatives	2025–26	2026–27	2027–28	2028–29
Progress critical ICT business systems enhancement and replacement program	●	●	●	●
Contribute to whole of parliament information initiatives	●	●	●	●
Strengthen information management practices in line with the principles of the NAA's <i>Building Trust in the Public Record Policy</i>	●	●	●	●
Work with DPS to promote cyber security awareness among staff	●	●	●	●
Implement training and development for staff to maximise the use of available information systems and tools	●	●	●	●

Community awareness

The department continues to promote the work of the House and committees it supports through a range of awareness activities, including digital content and publications, events and seminars. The department continues to enhance its digital publications and information offerings to meet the growing need for timely parliamentary information.

The department will again offer seminars online and in-person. The flexibility provided by the online format has proven to be popular with clients. The department continues to explore new opportunities for face-to-face engagement activities. The My First Speech Competition will run again in 2025, and a new Yarning storytelling competition has been introduced to promote engagement with First Nations secondary school students.

A National Youth Parliament will be held in August 2026, during which 150 high school students selected to represent each electorate across Australia will participate in a five-day program in Canberra, including in Parliament House. Participants will learn about aspects of being a Member of Parliament, including the process by which bills are drafted, considered, and passed by the Parliament to become law. The department will implement initiatives in its Indigenous Engagement Strategy 2024–27, aiming to build on the previous strategy, to raise awareness of Aboriginal and Torres Strait Islander culture and aspirations among staff, and promote Aboriginal and Torres Strait Islander peoples' engagement with the House and committees supported by the department. The Heads of parliamentary departments endorsed a new Parliamentary Service 'Stretch' Reconciliation Action Plan (RAP) to run from June 2025 to June 2028, and the department will liaise with the Parliamentary Service Indigenous Employee Network (PSIEN) to assist in the implementation of initiatives in this area. The 2025–28 'Stretch' RAP was launched in July in conjunction with NAIDOC week.

The department will seek to deliver information in ways that are easy to understand, using a range of platforms and formats. The department is committed to improving the collection and presentation of statistics on the operation of the House of Representatives. Additionally, a suite of short videos explaining elements of House practice and procedure will continue to be promoted on the department's social media channels.

Community awareness—initiatives	2025–26	2026–27	2027–28	2028–29
Grow audiences to expand the reach of information	●	●	●	●
Review information offerings to ensure availability across a range of platforms and channels	●	●		
Measure effectiveness of offerings through ongoing reporting frameworks	●	●	●	●
Create innovative systems and processes to deliver information	●	●	●	●
Implement initiatives associated with the Indigenous Engagement Strategy and evaluate and monitor outcomes	●	●	●	●
Improve the presentation of statistics on the work of the House of Representatives on the Parliament's website	●	●	●	●

Stewardship

The department has an ongoing commitment to uphold the institutions of the Parliament, and of the House in particular, with its history, traditions and procedures. This commitment to stewardship derives from the continuity in expertise that the department has provided in supporting members, the House and the Parliament since 1901. It is underpinned by the specialist procedural knowledge and skills of departmental staff, particularly knowledge of House procedure, and by the department’s long-established culture of service to the House. Such a specialist and continuing commitment to Australia’s parliamentary institutions is important in a global environment where trust in democratic institutions continues to be under challenge.

In line with the department’s imperative to build procedural capability, resources continue to be developed and refined for the House’s diverse audiences in collaboration across the department. Resources and services for enhancing procedural knowledge and technical skills for members and for departmental staff will continue to be reviewed and, as necessary, revised and supplemented.

Stewardship—initiatives	2025–26	2026–27	2027–28	2028–29
Promote the work of the House and parliament to provide clarity and improve awareness of the institutions	●	●	●	●
Continue the drafting process for the principal procedural reference, <i>House of Representatives Practice</i> , 8th ed	●	●	●	
Deliver training programs for departmental staff to build procedural capability and capacity	●	●	●	●
Develop and maintain procedural knowledge resources for those with an interest in House operations	●	●	●	●
Provide professional development opportunities for members and their staff to assist them in their parliamentary roles	●	●	●	●

Risk oversight and management

The department has a **comprehensive framework** to develop, implement, monitor and review strategies to achieve and maintain good governance.

The framework comprises independent audit and assurance, risk management, business continuity, financial compliance, and fraud and corruption control.

Independent audit and assurance

The department's Audit and Risk Committee provides independent advice to the Clerk as to the department's financial and performance reporting responsibilities, risk oversight and management and its system of internal control. The Audit and Risk Committee consists of an independent chair and two independent members who are not officials of any Commonwealth agency. The committee will meet at least five times in the reporting period and is supported by a small departmental secretariat.

The department's Strategic Internal Audit Plan supports existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. The work plan for 2025–26 was reviewed by the Audit and Risk Committee in June 2025 and will inform internal audit activity over the reporting period. The overarching Strategic Internal Audit Plan is also reviewed annually to ensure it continues to be aligned with areas of highest priority throughout its three-year period.

Outcomes of internal audits, and any recommendations arising, are reported to the department's Executive for response and to the Audit and Risk Committee for consideration. This includes monitoring timely implementation of recommendations.

The Memorandum of Understanding (MOU) signed by the four parliamentary departments for the provision of ICT services by DPS remains in place. The MOU aims to assist the parliamentary departments to deliver efficient and effective ICT services to support the Parliament, committees, and parliamentarians.

Risk management

The department has a risk management framework to ensure that consideration is given to possible risks and potential opportunities as an integral part of well-informed departmental management, planning and decision-making processes. The risk management framework defines the department's risk appetite and level of risk tolerance, and allocates responsibility to staff at the appropriate levels for aspects of risk planning, mitigation, oversight and reporting.

The risk management framework also includes the strategic risk register, which sets out 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 framework has been reviewed for 2025–27, and is available to all staff, through the department's intranet.

A total of seven key strategic risks are identified in the strategic risk register. These risks, and key mitigations to manage them, are set out in the following table.

Strategic risk	Summary of management strategies
Existing and future ICT capability is insufficient to support the ongoing needs of the department	The department collaborates with DPS as our service provider, and through ICT governance frameworks. Ongoing system upgrades and maintenance and business continuity planning are undertaken. The department also undertakes its own capacity building.
Ineffective collaboration with other parliamentary departments impacts service delivery	The department participates in governance and consultative boards and committees. It also maintains comprehensive plans and procedures, and collaborative relationships with key government departments.
Failure to comply with legislative obligations	Legislative compliance and management frameworks are maintained. The department also manages training completion requirements. These are complemented by assurance frameworks including reporting, internal audit and Audit and Risk Committee oversight.
Insufficient resourcing and staff capability reduces the quality of advice and support	The department maintains comprehensive induction, training and development programs, which are enhanced by knowledge sharing initiatives. Workforce planning is being undertaken in 2025. The department provides positive conditions and a fulfilling workplace.
Stakeholder expectations regarding service delivery are not met	The department maintains appropriate resources to ensure the quality of advice and services it provides. This is supported through inter-parliamentary engagement frameworks, and various service charters. Stakeholders' satisfaction with advice and service delivery is monitored, with corrective action implemented where necessary.
Stakeholder expectations regarding information availability are not met	Publications comply with departmental procedures, and are consistent with the Communication Strategy and Indigenous Engagement Strategy. The department participates in parliamentary web and user experience groups, and information that is made public is reviewed.
Failure to maintain a safe workplace	The department has a work health and safety management system in place. Comprehensive policies and procedures, and wellbeing support and awareness systems are also maintained. The department collaborates with parliamentary departments, including joint bodies and committees.

The department has a monitoring and reporting framework, requiring regular reporting on risks and risk treatments to the Executive. The department's Audit and Risk Committee is responsible for providing independent advice on the suitability of the framework and monitoring system. Additionally, a system of working groups and committees, with appropriate representation from the relevant parliamentary departments, provides the means to monitor and report on risks that are shared across the parliamentary service, for example ICT services, security and work health and safety.

The department will consolidate its risk capabilities and culture, having been assessed as 'embedded' against the Comcover Risk Maturity Model in the 2025 Risk Management Benchmarking Program. Over the four-year period the department will further integrate risk management into its business processes. To support this, the department will reinvigorate its risk champion network across all program areas to lead and support activities addressing risk and encourage effective risk management practices. All staff will undertake risk training, with specific online and in-person training for those more directly involved in managing risk.

Business continuity

The department ensures business continuity arrangements are appropriate for the current environment and circumstances. This approach is intended to provide practical guidance on strategies that will help the department mitigate the impact of possible business interruption events to ensure there is minimal disruption to critical services.

The department has a network which is responsible for the governance and oversight of business continuity related matters. The Business Continuity Network includes the Deputy Clerk, the Serjeant-at-Arms and directors from all business areas of the department.

The network regularly considers the currency of the departmental business continuity plan and associated office level business resumption plans. As well as participating in relevant inter-agency business continuity exercises, the department has its own program of scenario-based exercises that are held at least every 18 months. To ensure business continuity preparedness across the department, the program of scenario-based exercises engages with different work areas, under the oversight of the Business Continuity Network. These exercises may include representatives from other parliamentary departments, to help ensure matters such as security and ICT support are fully considered.

The department is also an active participant in the inter-departmental business continuity community of practice, which encourages greater cooperation between parliamentary departments. Through this forum, and other inter-departmental fora such as the Parliamentary Administration Advisory Group and the Security Management Board, the department will work with colleagues from a range of agencies to ensure the Parliament's business continuity measures are effective, well understood, and aligned with plans beyond the Parliament. The department also continues to ensure it considers and incorporates better practice by regularly engaging on these matters with colleagues in overseas legislatures.

Financial compliance

To meet the requirements of the PGPA Act and the PGPA Rules, in conjunction with other relevant government policies, officials within the department are supported with information and advice on financial management practices.

The Chief Finance Officer oversees a compliance framework that ensures staff have been provided with a level of authority necessary to discharge their financial and other responsibilities whilst minimising the risk of error or misappropriation. The efficacy of the framework is reported at least quarterly to the Executive and the department's Audit and Risk Committee.

Fraud and corruption control

The department will continue to embed its Fraud and Corruption framework in accordance with the Commonwealth Fraud and Corruption Control Framework 2024. The framework outlines strategies and processes for preventing and detecting fraud and corruption, and for investigating and reporting instances of fraud and corruption 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, Chief Finance Officer and Corporate Governance Office. The accompanying Fraud and Corruption Risk Assessment identifies and assesses key fraud and corruption risks and treatments across categories including information management, finance and procurement, and staff salaries and entitlements.

Fraud and corruption risk and responsibilities under the Fraud and Corruption framework are drawn to the attention of staff through mandatory e-learning undertaken at induction for new staff or every two years for all staff.



Collaboration

Departmental officers collaborate with colleagues across the parliamentary service daily, and rely on their professional skills to provide services to members and others.

The four parliamentary departments are guided in their work by the *Strategic Framework: the parliamentary service*. This document outlines the common purpose of the four departments while recognising the unique nature of their individual responsibilities and capabilities. Building on the strong working relationships across the parliamentary service, the document is intended to guide the ongoing collaborative approach between the parliamentary departments and other agencies within the parliamentary administration. The document is reviewed for each new Parliament, and as required to reflect changes in the environment.

We continue to work with our parliamentary department colleagues to implement actions identified in the Australian Parliamentary Service ‘Stretch’ Reconciliation Action Plan. This plan articulates the collective vision and commitment to establishing respectful, sustainable and enduring partnerships between the Australian Parliamentary Service and Aboriginal and Torres Strait Islander peoples.

Other significant areas of collaboration for the parliamentary departments relate to shared ICT support and services, cyber security, work health and safety, information and data management and the security of Parliament House and its precincts. The department will also work with its parliamentary and APS colleagues on its approach to whole of government strategies such as APS Net Zero Emissions by 2030.

The working environment at Parliament House is under continuing external scrutiny, and collaborative work continues to respond to relevant recommendations of external reviews. The department will work with the Parliamentary Workplace Support Service and other relevant agencies to ensure the effectiveness of processes for supporting staff and addressing inappropriate behaviour in the parliamentary workplace.

The department also works with a range of executive government agencies to ensure the smooth operation of the Parliament. These include the Australian Federal Police (AFP) and security agencies on security matters; the Department of the Prime Minister and Cabinet (PM&C) in relation to parliamentary business and international visits; and the Department of Finance (DoF) for matters relating to resources and services for parliamentarians, particularly in connection with the Parliamentary Business Resources framework and transport services.

Collaboration—initiatives	2025–26	2026–27	2027–28	2028–29
Review and continue to act in support of the <i>Strategic Framework: the parliamentary service</i>	●	●	●	●
Implement actions specified in the Parliamentary Service <i>Stretch Reconciliation Action Plan 2025–28</i>	●	●	●	●
Monitor service level agreements with other parliamentary departments to ensure the department’s needs continue to be identified and met	●	●	●	●
Continue to influence the development of a ‘whole-of-parliamentary service’ culture and governance	●	●	●	●
As appropriate, engage and respond on embedding relevant recommendations of the AHRC Independent Review into Commonwealth Parliamentary Workplaces	●	●	●	●

Departmental activities and performance measures

Key activities

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

- » Activity 1—Chamber and Federation Chamber
- » Activity 2—Committee services
- » Activity 3—Inter-parliamentary relations and capacity building
- » Activity 4—Community relations and awareness
- » Activity 5—Members' and corporate support

Performance measures

Each activity is described in detail in the following pages. Intended outcomes indicate how each activity contributes to achieving the department's purpose. 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 include both qualitative and quantitative measures. 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, including members of the House of Representatives and their staff, with the advice and services the department provides.

The department's performance is assessed using a variety of methods, which include:

- » an annual survey distributed to all members of the House of Representatives
- » targeted feedback surveys of recipients of departmental support services
- » feedback from Presiding Officers and their offices
- » analytics relating to departmental publications
- » internal program data
- » evaluations and feedback from external stakeholders, such as seminar participants, and
- » internal chamber support standards, internal records, and exception reporting.

The target for each performance measure is identified, along with the data source used to assess performance.

In addition to assessing outcomes using these qualitative and quantitative performance measures, the department monitors its work outputs. Outputs, presented as 'activity information', are assessed throughout the year by managers collecting the relevant data and are reported to the department's Executive at regular intervals. No targets are set for outputs, as most are dependent on factors outside the direct control of the department, particularly the parliamentary cycle.

Expectations continue to evolve about how entities drive, measure and evaluate their performance. The department has reviewed its performance measures and has revised its metrics for 2025-26. The changes are outlined in each activity area. To ensure continuous improvement, new and updated measures will be reviewed for 2026-27. Performance targets will also be considered on a rolling basis.

Objective

The department supports the House of Representatives and the Federation Chamber to meet and address business as scheduled and to fulfil its role as a representative institution. The department does this by providing advice and services including:

- » processing of all bills
- » drafting of private members' bills, motions and amendments
- » providing procedural advice as Clerks-at-the-Table in the Chamber and Federation Chamber
- » creating documents to support members in the Chamber and Federation Chamber
- » creating and processing the records and documents of the Chamber and Federation Chamber
- » operating and carefully monitoring the ICT systems used to support the Chamber and Federation Chamber such as the Events in Progress captions, the text displayed on the Gallery screens and the House Division Recording System
- » collecting, analysing and publishing procedural and statistical information, and
- » advising and supporting the Speaker and members in relation to legislative, procedural and administrative matters.

Intended outcomes

- » 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.

Measure

1.1 Surveyed members are satisfied with the quality and timeliness of chamber support, procedural and statistical publications, analysis and advisory services.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 90% satisfied	Equal to or greater than 90% satisfied*

* target to be reviewed following 2025-26 benchmarking

Rationale

To measure the efficiency and effectiveness of the department's support for the functions of the Chamber and the Federation Chamber.

Methodology

Members are surveyed on their satisfaction with support received in relation to the Chamber and Federation Chamber, including an annual survey covering all support services, and targeted surveys following access to a specific Chamber support service. Satisfaction is a proxy measure for efficiency and effectiveness.

Changes since 2024-25 Corporate Plan

An additional survey point has been added to the methodology.

Measure

- 1.2 Chamber support service standards met for sittings of the House and meetings of the Federation Chamber and processing of bills, Votes and Proceedings, messages, and other chamber documents with high degree of accuracy and within specified timeframes.

Targets and reporting periods

2025-26	2026 to 2029
All occasions within departmental control	All occasions within departmental control

Rationale

To measure the efficiency of the department's support for the functions of the Chamber and the Federation Chamber.

Methodology

Delivery is tracked against internal chamber support standards. Issues beyond the department's control (e.g. IT disruption, delayed provision of source material, disturbances within the Chambers) that impact the delivery of services will be excluded from the calculation of the final performance result.

Changes since 2024-25 Corporate Plan

Clarification that events beyond the department's control are excluded from the results.

Activity information
Number of sittings of the House
Number of meetings of the Federation Chamber
Number of bills introduced

Objective

The House of Representatives has a comprehensive system of standing and select committees, including investigative committees that carry out inquiries on matters of public policy or government administration; and domestic or internal committees which are concerned with the operation of the House. These, and certain joint committees, are supported by the department to conduct and report on inquiries and undertake certain other activities. The department supports the House of Representatives and the Parliament by:

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

Intended outcomes

- » 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.

Measure

2.1 Surveyed committee members are satisfied with the standard of administrative and procedural support provided.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 90% satisfied	Equal to or greater than 90% satisfied*

* target to be reviewed following 2025-26 benchmarking

Rationale

To measure the efficiency and effectiveness of the department's administrative and procedural support for House of Representatives and certain joint committees.

Methodology

Members are surveyed on their satisfaction with support received in relation to Committee services, including an annual survey covering all support services, and targeted surveys following completion of certain inquiries. Satisfaction is a proxy measure for efficiency and effectiveness.

Changes since 2024-25 Corporate Plan

An additional survey point has been added to the methodology.

Measure

2.2 Surveyed committee members are satisfied with the standard of research and drafting support provided.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 90% satisfied	Equal to or greater than 90% satisfied*

* target to be reviewed following 2025-26 benchmarking

Rationale

To measure the efficiency and effectiveness of the department's research and drafting support for House of Representatives and certain joint committees.

Methodology

Members are surveyed on their satisfaction with support received in relation to Committee services, including an annual survey covering all support services, and targeted surveys following completion of an inquiry. Satisfaction is a proxy measure for efficiency and effectiveness.

Changes since 2024-25 Corporate Plan

An additional survey point has been added to the methodology.

Activity information
Number of committee meetings, including hearings and briefings
Hours of meetings
Number of committee reports

Objective

The Parliament's international work helps to build and strengthen relations with other parliaments and countries. The department works to ensure the Parliament's national, international and regional relationships are supported. On behalf of both House departments, the department supports the Parliament by:

- » Delivering an annual visits program that includes incoming and outgoing delegation with a focus on exchanges with regional parliaments and parliaments with which Australia has a tradition of longstanding ties, and
- » Providing advice and services to support the Parliament's national, international and regional relationships

Intended outcomes

- » Arrangements for incoming and outgoing delegations are delivered in a manner that meets the expectations of the Presiding Officers
- » The Presiding Officers are satisfied with the advice and support provided for the Parliament's international engagement program.

Measure

3.1 Incoming and outgoing visits are delivered.

Targets and reporting periods

2025-26	2026 to 2029
100% delivered (within departmental control)	100% delivered (within departmental control)

Rationale

To measure the department's support to international engagement through the delivery of successful incoming and outgoing Parliamentary delegations.

Methodology

Data is recorded for each incoming and outgoing visit coordinated by the department.

Reporting will be supported by a case study selected prior to commencing support for the delegation.

Changes since 2024-25 Corporate Plan

This is a new measure for 2025-26 to focus on the overarching delivery of the international program. It replaces separate measures on satisfaction with support for incoming and outgoing delegations.

Measure

3.2 Presiding Officers are satisfied with the advice and support provided for international engagement activities.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 85% satisfied	Equal to or greater than 85% satisfied*

* target to be reviewed following 2025-26 benchmarking

Rationale

To measure the effectiveness of the department's advice and support to Presiding Officers in relation to international engagement activities.

Methodology

Feedback is recorded on an ongoing basis and complemented by an annual survey of the Presiding Officers on their satisfaction with advice and support in relation to international engagement activities.

Changes since 2024-25 Corporate Plan

This is a new measure for 2025-26 to consolidate retired measures that tracked satisfaction with delivery of international engagement activities, and a separate measure that tracked satisfaction with capacity building activities.

Activity information
Number of incoming delegations supported
Number of outgoing delegations supported

4

Community relations and awareness

Delivering information about the work of Parliament enables all Australians to be better informed about and engage with Parliament. The department provides services to deliver information regarding the work of the House of Representatives and the Parliament to inform stakeholders and increase public knowledge, awareness and interaction.

The department does this by:

- » ensuring stakeholders can easily access information about, and interact with, the work of the House of Representatives and the Parliament
- » ensuring seminars and education programs are effectively delivered, so that they increase knowledge about the work of the House of Representatives and the Parliament, and
- » supporting the Parliamentary Education Office, administered by the department of the Senate on behalf of the Parliament.

Intended outcomes

- » Access to the work of the House of Representatives and the Parliament is widely available to the public, through communication channels that are accessible and easy to find
- » Increase external client knowledge and understanding of the work of the House of Representatives and the Parliament through the provision of seminars, with participation rates tending to increase over time
- » School visitors and young people have access to meaningful programs to better understand the work of the Parliament; and school visitors have the opportunity to engage with parliamentarians (aligning with Activity 5).

Measure

4.1 Content is discoverable and accessible, and publication is timely.

Targets and reporting periods

2025-26	2026 to 2029
To be determined*	To be determined*

* target to be set following 2025-26 benchmarking

Rationale

To measure the department's efficiency and effectiveness in providing the public with access to information about the work of the House of Representatives and the Parliament.

Methodology

Published content will be reviewed to track discoverability (documents are in a format that can be found using a search engine), accessibility (documents that are published on the website meet Web Content Accessibility Guidelines 2.1) and timeliness of publication (documents are the most recent version possible).

Changes since 2024-25 Corporate Plan

This is a new measure for 2025-26 to track and measure how the department makes information available to the public to engage with. This replaces 2024-25 measure regarding interaction with the work of the House using social media subscriptions.

Measure

4.2 Clients are satisfied with seminars.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 90% satisfied	Equal to or greater than 90% satisfied

Rationale

To measure how effectively the department builds external clients' knowledge of the work of the House of Representatives and the Parliament.

Methodology

Participants will be surveyed on their satisfaction with the seminar they attended.

Changes since 2024-25 Corporate Plan

This measure has been retained from 2024-25.

Measure

4.3 Timely and accurate provision of advice to the Department of Parliamentary Services (DPS) about hospitality required by visiting school groups, in accordance with bookings*.

* This measure corresponds to Program 2.1 Schools' hospitality

Targets and reporting periods

2025-26	2026 to 2029
100%	100%

Rationale

To measure how efficiently the department supports the school visits program.

Methodology

Any non-delivery, where requested hospitality is not provided or not provided to an agreed standard, is tracked via exceptions reporting.

Changes since 2024-25 Corporate Plan

This measure relates to Program 2.1 in the Portfolio Budget Statements. It has been retained from 2024-25, and is co-located with the Community Engagement and Awareness activities in the Corporate Plan due to its alignment.

Measure

4.4 A National Youth Parliament is developed to achieve delivery in August 2026.

Targets and reporting periods

2025-26	2026 to 2029
Delivered in accordance with agreed project objectives and tolerances.	Delivered in accordance with agreed project objectives and tolerances.

Rationale

To track the progress of delivery of the National Youth Parliament 2026 project.

Methodology

Project reporting will be tracked against agreed scheduling.

Changes since 2024-25 Corporate Plan

This measure reflects a new program in the department's budget.

Activity information
Community contacts with the department's publications and products
Number of seminar participants
Number of visiting school students booked

5 Members' and corporate support

The department provides a range of services and facilities for Members in Parliament House, supporting the efficient conduct of the House of Representatives, and administers its enabling functions to a high level. This includes:

- » providing advice and services to members in relation to their office accommodation in Parliament House, salaries and allowances, transport and certain other resources
- » 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 the management of key risks to work health and safety to maximise the wellbeing of staff and members
- » assisting the department to meet its regulatory compliance obligations
- » setting and delivering on the department's corporate strategic direction, and
- » seeking resources that will enable the requirements of the House and committees to be met into the future.

Intended outcomes

- » Working through various fora 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 member satisfaction with the provision of non-chamber support services.

Measure

5.1 Surveyed members are satisfied with the overall quality of non-chamber support services provided, including accommodation, office support, transport coordination, salary processing and other members' support services.

Targets and reporting periods

2025-26	2026 to 2029
Equal to or greater than 90% satisfied	Equal to or greater than 90% satisfied*

* target to be reviewed following 2025-26 benchmarking

Rationale

To measure how efficiently and effectively the department provides enabling services support to members.

Methodology

Members are surveyed on their satisfaction with non-chamber support received, including an annual survey covering all support services, and targeted surveys regarding payroll services during the reporting period. Satisfaction is a proxy measure for efficiency and effectiveness.

Changes since 2024-25 Corporate Plan

This measure has been retained from 2024-25, and combined with a measure regarding the Speaker of the House's satisfaction with these services from 2024-25. An additional survey point has been added to the methodology.

Activity information

Number of Parliament House accommodation and office support services

Number of transport coordination services provided to members

Further information

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

- » Portfolio budget statements
- » Annual reports
- » Service charters.

List of requirements

The Public Governance, Performance and Accountability Rule 2014 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 PGPA Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	5
2	Purposes	The purposes of the entity.	6
3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	22
4	Operating context	For the entire period covered by the plan, the following: (a) the environment in which the entity will operate; (b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; (c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed; (d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes; and (e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	10 13 17 21 N/A
5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	22



Corporate Plan

2025–2026